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1988-89 Administrative Compensation Survey

By

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Jan P. Miller
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College and University Personnel Association

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1988-89 ADMINISTRATIVE COMPENSATION SURVEY
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Richard C. Creal
Executive Director

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6	Comprehensive Institutions (Class IIA)	Unspecified
7	General Baccalaureate Institutions (Class IIB)	Unspecified
8	Two Year Institutions With Academic Rank (Class III)	Unspecified
9	Doctoral Level Institutions (Class I)	$106.0 Million or Less
10	Doctoral Level Institutions (Class I)	$106.1-$192.5 Million
11	Doctoral Level Institutions (Class I)	$192.6-$295.7 Million
12	Doctoral Level Institutions (Class I)	$295.8 Million or More
13	Comprehensive Institutions (Class IIA)	$21.0 Million or Less
14	Comprehensive Institutions (Class IIA)	$21.1-$32.9 Million
15	Comprehensive Institutions (Class IIA)	$33.0-$54.0 Million
16	Comprehensive Institutions (Class IIA)	$54.1 Million or More
17	General Baccalaureate Institutions (Class IIB)	$6.5 Million or Less
18	General Baccalaureate Institutions (Class IIB)	$6.6-$10.7 Million
19	General Baccalaureate Institutions (Class IIB)	$10.8-$17.1 Million
20	General Baccalaureate Institutions (Class IIB)	$17.2 Million or More
21	Two Year Institutions With Academic Rank (Class III)	$4.9 Million or Less
22	Two Year Institutions With Academic Rank (Class III)	$5.0-$8.6 Million
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INTRODUCTION

CUPA's annual *Administrative Compensation Survey* is designed to provide the most comprehensive and up-to-date salary data available for college and university administrators. With human resource costs ranging from 65 to 85 percent of operating expenditures in our colleges and universities, it is essential for this investment to be managed in the most effective manner possible. To meet that objective, the *1988-89 Administrative Compensation Survey* provides a broad range of salary data to enable decision makers to evaluate their current pay levels and plan their compensation budgets appropriately.

The *1988-89 Administrative Compensation Survey* marks the twelfth year that CUPA has conducted this survey on an annual basis. Selection of surveyed positions is based on an analysis of the administrative positions common to most higher education institutions. This year's survey reports data on 168 of these positions.

With each survey we learn more about the salary information requirements of higher education and consequently, appropriate modifications are made to improve the methods of collecting data and presenting the results. Major enhancements to the 1988-89 survey include:

1. Use of NCES (National Center for Educational Statistics) standard for classification of institutions (doctoral, comprehensive, general baccalaureate, two year) and development of report tables based on the standard classifications. Special Study requests are also available using the Carnegie codes listed in Appendix B;

2. Salary reporting by median and percentile range (20-40-60-80) to provide for more precise salary comparisons;

3. Refinement of the Chief Business Officer position (301) to include the alternative structure of Chief Administrative Officer (301.01) and Chief Finance Officer (301.02);

4. Addition of the positions of Director of Enrollment Management (523) and Director of Minority Affairs (524); and

5. Deletion of the position of Dean of Experimental Programs (due to lack of response).

An additional benefit of this survey is the availability of Special Study Reports tailored to specific institutional objectives. This year, Special Study capabilities have been expanded. The types of Special Study Reports are listed on page xiii.

We believe that annual refinements in the survey better serve the needs of CUPA members in particular, and higher education in general. To that end, we invite your suggestions for improved collection and reporting of salary data.

I. 1988-89 SURVEY

RESPONDENTS

Survey questionnaires were sent to approximately 3,200 higher education institutions, of which 1,404 responded by the deadline which was extended to October 31, 1988. From this group, 1,268 responses were determined to be usable for the report. The alphabetical list of respondents that appears in Appendix A indicates each institution's classification (e.g., university, four-year college, two-year college, and Carnegie code); source of financial support (public and private); system affiliation; and state residence.

SURVEY METHODS

CUPA has used the same general approach in collecting the data each year the survey has been conducted. The questionnaire, along with a letter inviting participation, was sent to each institution of higher education from a list provided to CUPA by the Center for Statistics of the U.S. Department of Education. Instructions for reporting the data and summary descriptions of the position for which data were sought accompanied the questionnaire. Appendix C contains the survey form and instructions along with the summary position descriptions.

In processing the data, the survey staff have given each institutional response form a code number to ensure confidentiality. In addition, positions with fewer than five responses are not reported. The assurance of confidentiality has fostered the broad participation that has characterized the survey from its inception.

When institutions order special analyses of selected peer groups (Special Studies), confidentiality is again maintained by the application of two rules. First, the special order must sample eight or more institutions. Second, the report will supply data only for those positions for which there were at least three responses.

II. DEFINITIONS AND GENERAL CHARACTERISTICS

DATA SPECIFICATIONS

Respondents were asked to observe the following specifications in reporting their data:

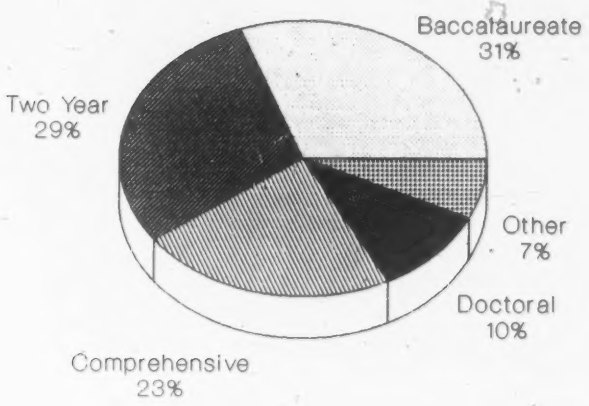
- Salaries are those in effect during the fall of 1988.
- Salaries are at an annualized, full-time rate; they reflect only actual cash earnings, excluding any services contributed without charge.
- Enrollment and budget figures are for the operating year 1988-1989.
- Enrollment is stated in terms of equivalent full-time students.
- Budgets include amounts for current educational and general operations, including research funds. Budgets do <u>not</u> include amounts for student aid, auxiliary enterprises, service departments, construction, capital expenditures and similar activities.

PERCENTILE RANGE

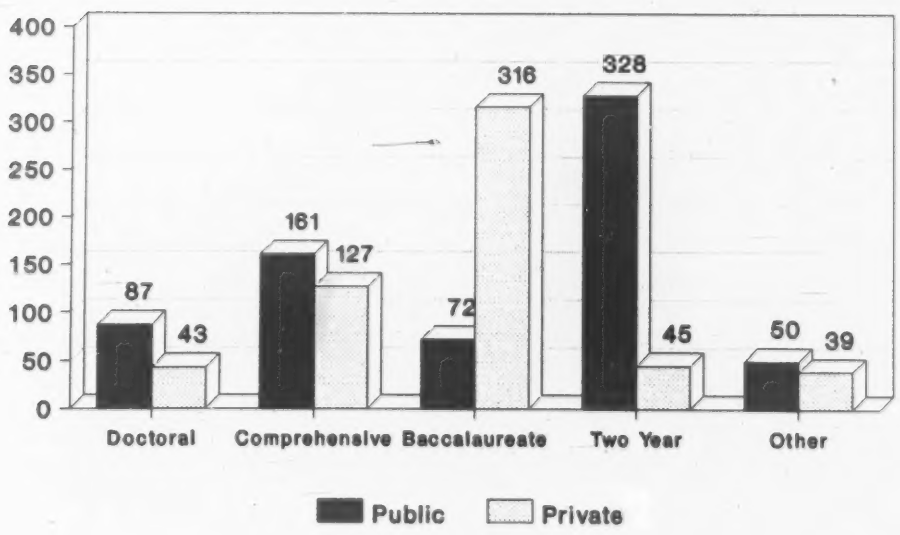
Salary data shown on the basic tables in this report indicate the median and the percentile range for each position.

- The MEDIAN is the middle value in an array of all salaries for the position; half of the salaries are lower than the median and half are higher. The median is considered a more reliable measure than the mean/average because it is not skewed by extremely high and low salaries as is the mean.
- The 20th percentile indicates the salary level that 20 percent of all reported salaries either equal or fall below.
- The 40th percentile indicates the salary level that 40 percent of all reported salaries either equal or fall below.
- The 60th percentile indicates the salary level that 60 percent of all reported salaries either equal or fall below.
- The 80th percentile indicates the salary level that 80 percent of all reported salaries either equal or fall below.

88-89 SURVEY RESPONDENTS
(By Institutional Class)



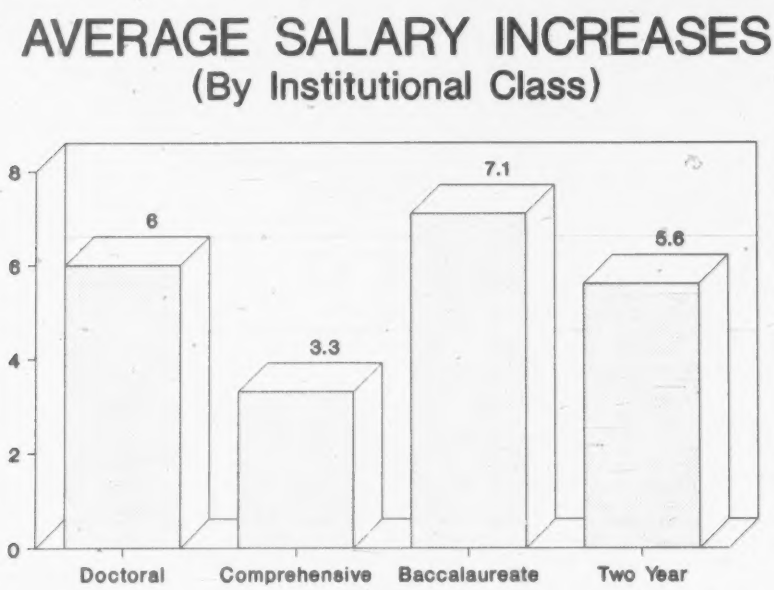
88-89 SURVEY RESPONDENTS
(By Class and Source of Support)

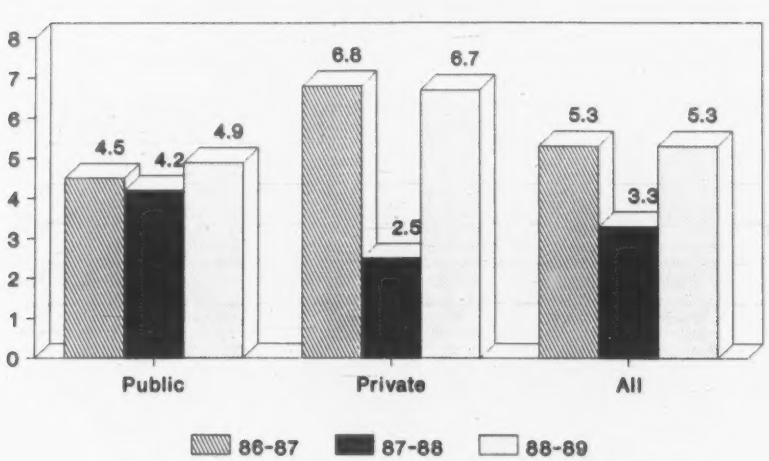


III. SALARY SURVEY COMMENTS

SALARY INCREASES

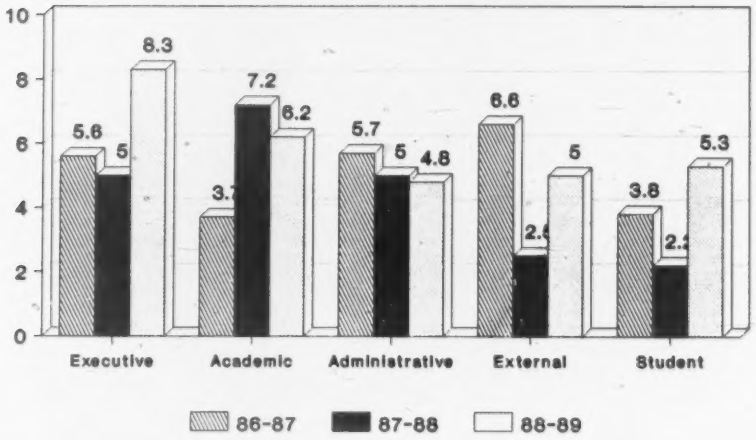
Weighted average is the sum of the median salaries divided by the number of respondents in each position. For positions surveyed in 1988-89 weighted averages of median salaries increased by the following percentages:





Within different families of the Survey's positions (executive, academic, administrative, external affairs, and student services), weighted averages of median salaries in all institutions increased as follows:

% INCREASE COMPARISON
(By Job Family)

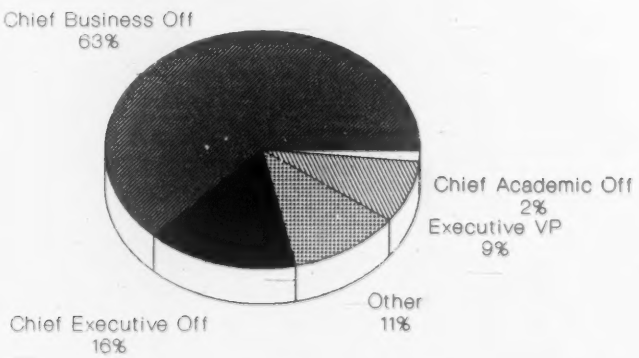


REPORTING RELATIONSHIP

Information on the reporting relationship of each position is collected each year as part of the survey. Due to the complexity of summarizing this data for all positions, reporting relationship information is available only through Special Study Requests (see Appendix D).

The analysis of the 1988-89 reporting relationship data for Position 306.0 (Chief Personnel/Human Resources Officer) reveals no significant change in distribution from the 1987-88 survey. Responses from all institutions indicate the following reporting relationship frequency for this position:

REPORTING RELATIONSHIP
(Chief Personnel Officer)



PROMOTION/TRANSFER VS. OUTSIDE HIRE

Tables 25 and 26 compare median salaries and years of service of those who were promoted or transferred to their positions from within the institution ("inside hire"), and those who were hired externally ("outside hire"), according to budget size. Incumbents are fairly evenly divided between the hiring pool sources. Institutions reporting showed that inside hire positions were paid an average of 2 percent more than outside hire positions.

COMPARISON OF NONMINORITIES AND MINORITIES

Median salaries and years of service in institutions for nonminority and minority incumbents are displayed in Tables 27 and 28 according to budget size. Minority salaries averaged 9 percent less than nonminority salaries, while years of service of minorities averaged 16 percent less than those of nonminorities.

COMPARISON OF MALES AND FEMALES

Tables 29 and 30 display median salaries and years of service of male and female incumbents in institutions according to budget size. As a group, female salaries average 39 percent less than those of their male counterparts. At institutions below the budget median, average years of service of females are 33 percent less than that of male incumbents. At institutions above the budget median, average years of service of females in their current positions, are 67 percent less than that of male incumbents.

COMPARISON OF MEAN AND MEDIAN

Table 31 contrasts mean and median salaries for all institutions.

NCES AND CARNEGIE CODES

The database of the *1988-89 Administrative Compensation Survey* now contains institutional classification data from the National Center for Education Statistics (NCES) and the Carnegie Foundation for the Advancement of Teaching. The classification of institutions by these two nationally recognized organizations serves to enhance the selection process for identifying peer institutions in our special study service, (e.g., a comprehensive institution can be narrowed down to Carnegie classification code 22--institutions that award more than half of their baccalaureate degrees in two or more occupational or professional disciplines, and enroll between 1,500 and 2,500 full-time students).

Also, reporting salary tables by NCES classification results in a more precise and reliable institutional classification from year to year.

Appendix B contains a complete listing of Carnegie codes and NCES classifications.

SALARY DISTRIBUTION

The frequency distribution of all salaries reported for each survey position is tabulated on Table 38. The mean (arithmetic average) salary for all institutions is displayed at the bottom of each column in the Table.

IV. SPECIAL STUDY INFORMATION

Tables 1 to 38 summarize the compensation data that have been found to be of greatest interest and value to the majority of participants. The data base from which these tables were developed can provide a great deal of additional information. CUPA uses this data to formulate salary survey information to meet the specialized requirements or preferences of a particular institution.

Customized reports can be provided on:

- o Any group of named institutions selected from the list of respondents (provided that at least eight institutions are included to maintain confidentiality of information). Data are not identified by institution.
- o Demographic characteristics alone or in combinations, including: budget, enrollment, faculty size, staff size, institutional type, source of support, and system structure.
- o Institutions within a given geographic region or state.

In effect, any of the institutional characteristics reported on in the survey questionnaire may be used to sort the desired information--individually or in any combination.

All results are accompanied by a list of the respondents that were selected to provide the sample data.

TYPES OF DATA DISPLAYS

1. Median Salary Display with Percentile Data (see Table 31)
2. Median Years-of-Service Display with Percentile Data (same display format as Table 31, but includes years-of-service data. Salary data not included.)
3. Distribution of Salaries Display (see Table 38)
4. Percent of CEO Salary Display
5. Internal/External Hire Comparison Display (see Table 25 and 26)
6. Minority/Nonminority Comparison Display (see Table 27 and 28)
7. Male/Female Comparison Display (see Table 29 and 30)
8. Reporting Relationship Frequency Display and Histogram
9. Listing of Individual Salaries by Position

Other uses of data requiring manipulation and display techniques are possible. Such specialized needs should be discussed with CUPA national office staff at (202) 429-0311.

The Special Study Order Form included with this report provides further details on how to order a Special Study or obtain additional information (see Appendix D).

V. SALARY COMPARISON WORKSHEET

As part of the 1988-89 survey report a sample Salary Comparison Worksheet has been included (see Appendix E). This worksheet may be used to compare institutional salaries with survey salaries through calculation of a salary comparison percentage ratio for individual positions, families of positions, and all positions in the organization. Calculated salary comparisons of specific colleges and universities may be requested as a Special Study through the CUPA national office. Questions regarding the worksheet may be directed to the CUPA office.

Cautionary Note: The General Tables (1-8) should be used only to obtain a broad overview of position salaries because these Tables include data from all reporting institutions. For comparative analyses between positions or among institutions, consult the Comparative Tables (9-24). More specific data to meet the specialized requirements or preferences of an institution is available through a customized report (see page 125).

Tables

Table 1

ALL INSTITUTIONS BY BUDGET QUARTILE

CLASSIFICATION: Not specified. **SOURCE OF SUPPORT:** Not specified. **FTE-ENROLLMENT RANGE:** Not specified. **FTE-ENROLLMENT MEDIAN:** 2,180
1988/1989 BUDGET RANGE: Not specified. **1988/1989 BUDGET MEDIAN:** $15,075,393 **CASES SELECTED:** 1,268.

POS	TITLE	MED	Q1-MED	Q2-MED	Q3-MED	Q4-MED	CASES
EXECUTIVE							
101.00	Chief Executive Officer, System	$95,242	$63,000	$72,600	$77,080	$108,396	111
101.10	Assistant to the President, System	$57,240	$38,000	$45,500	$44,495	$63,868	73
102.00	Chief Executive Officer, Single Institution	$80,000	$62,418	$76,500	$87,900	$110,000	1104
102.10	Assistant to the President, Single Institution	$42,000	$27,560	$37,000	$42,865	$51,156	483
103.00	Executive Vice President	$68,000	$45,000	$58,919	$63,000	$88,500	223
ACADEMIC							
201.00	Chief Academic Officer	$62,000	$46,350	$56,600	$66,720	$86,250	1148
201.10	Director, Conferences	$35,000	$27,500	$30,964	$30,588	$41,508	202
202.00	Chief Health Professions Officer	$70,000	$33,232	$30,667	$52,917	$98,202	83
203.00	Director, Library Services	$41,561	$29,450	$35,400	$45,000	$62,714	1019
203.10	Circulation Librarian	$25,666	$17,000	$22,000	$24,533	$30,668	440
203.20	Acquisitions Librarian	$29,528	$19,960	$23,599	$27,800	$34,300	435
203.30	Technical Services Librarian	$29,185	$20,498	$24,888	$30,000	$38,716	562
203.40	Public Services Librarian	$31,545	$21,289	$26,075	$29,172	$41,640	359
203.50	Reference Librarian	$27,500	$20,161	$25,000	$27,145	$33,527	609
204.00	Director, Institutional Research	$42,700	$33,000	$35,922	$43,000	$51,387	491
204.10	Associate Director, Institutional Research	$36,011	$14,280	$20,150	$30,208	$39,200	111
205.00	Director, Educational Media Services	$32,201	$22,755	$27,463	$29,925	$43,237	460
206.00	Director, Learning Resources Center	$36,438	$27,886	$33,000	$36,000	$44,493	401
207.00	Director, International Studies Education	$44,032	$28,000	$31,800	$41,300	$47,520	158
208.00	Director, Computer Center Operations/Academic	$43,000	$29,200	$33,000	$41,365	$56,054	371
208.10	Associate Director, Computer Center Operations/Academic	$37,949	$22,000	$24,840	$33,390	$47,587	169
209.00	Administrator, Grants and Contracts	$42,350	$29,144	$30,535	$34,981	$50,000	399
210.00	Dean, Architecture	$76,400	$29,313	$45,800	$57,165	$80,052	53
211.00	Dean, Agriculture	$75,000	$34,089	$45,453	$50,500	$86,120	71
212.00	Dean, Arts and Letters	$55,816	$31,800	$46,388	$52,380	$69,470	102
213.00	Dean, Arts and Sciences	$60,732	$41,193	$49,000	$56,616	$76,250	354
214.00	Dean, Business	$60,050	$36,000	$45,523	$57,340	$80,000	548
215.00	Dean, Communications	$55,303	$33,948	$44,161	$48,000	$75,288	83
216.00	Dean, Continuing Education	$46,680	$36,900	$41,000	$48,680	$61,899	514
217.00	Dean, Dentistry	$103,629		$42,861	$51,162	$104,532	47
218.00	Dean, Education	$60,192	$30,000	$47,312	$54,618	$73,272	348
219.00	Dean, Engineering	$76,008	$41,730	$45,026	$55,558	$90,100	221
221.00	Dean, Extension	$52,860	$32,352	$39,996	$53,286	$72,916	84
222.00	Dean, Fine Arts	$53,573	$32,214	$42,381	$54,237	$68,400	152
223.00	Dean, Graduate Programs	$61,509	$36,850	$42,800	$53,160	$70,400	332
224.00	Dean, Health-Related Professions	$54,704	$40,233	$44,551	$55,262	$72,432	204
225.00	Dean, Home Economics	$65,120	$43,785	$36,831	$41,778	$74,500	47
226.00	Dean, Humanities	$47,250	$31,526	$43,107	$51,200	$69,700	169
227.00	Dean, Instruction	$52,000	$43,773	$48,400	$52,000	$54,757	43
228.00	Dean, Law	$100,500	$36,288	$53,573	$90,252	$107,395	115
229.00	Dean, Library and Information Sciences	$60,274	$32,748	$30,600	$51,318	$69,240	57
230.00	Dean, Mathematics	$47,500	$33,846	$43,675	$48,079	$62,000	100
231.00	Dean, Medicine	$143,200	$75,000	$53,573	$52,917	$150,200	66
232.00	Dean, Music	$57,000	$23,900	$35,922	$49,762	$72,100	70
233.00	Dean, Nursing	$52,917	$37,674	$41,837	$48,500	$74,000	247
234.00	Dean, Occupational Studies/Vocational Education/Technology	$49,688	$42,188	$44,161	$52,380	$61,800	193
235.00	Dean, Pharmacy	$83,500		$53,573	$69,000	$88,922	49
236.00	Dean, Public Health	$95,299	$33,480	$29,656		$112,025	17
237.00	Dean, Sciences	$51,905	$34,280	$44,377	$52,000	$75,200	223
238.00	Dean, Social Sciences	$47,549	$32,292	$42,133	$50,088	$69,900	183
239.00	Dean, Social Work	$68,500	$22,586	$46,300	$44,003	$79,253	61
240.00	Dean, Special Programs	$42,042	$36,000	$38,700	$48,163	$59,300	100
241.00	Dean, Undergraduate Programs	$52,356	$40,000	$42,000	$50,933	$69,534	84
242.00	Dean, Veterinary Medicine	$92,340		$53,573		$92,340	23
ADMINISTRATIVE							
301.00	Chief Business Officer	$58,187	$42,236	$53,047	$65,520	$81,800	1034
301.01	Chief Administration Officer	$60,200	$44,183	$45,000	$58,500	$75,993	154
301.02	Chief Financial Officer	$53,000	$33,400	$47,000	$52,600	$65,600	259
301.10	Director, Health and Safety	$38,740	$12,960	$23,472	$34,555	$41,085	157
301.20	Director, Telecommunications	$39,000	$24,000	$28,875	$31,212	$45,738	250
302.00	Chief Planning Officer	$55,000	$41,080	$46,850	$51,500	$62,000	171
303.00	Chief Budgeting Officer	$48,275	$29,664	$39,455	$42,498	$55,200	327
303.10	Associate Budget Director	$39,600	$24,352	$29,750	$30,750	$44,847	154
304.00	Chief Planning and Budget Officer	$59,080	$47,172	$41,000	$50,282	$67,797	79
305.00	General Counsel	$63,410	$31,300	$37,500	$50,000	$65,790	169
305.10	Associate General Counsel	$48,833	$25,000	$28,551	$44,700	$50,766	72
306.00	Chief Personnel/Human Resources Officer	$44,000	$25,318	$34,000	$40,635	$55,563	645
306.10	Associate Director, Personnel/Human Resources	$34,476	$20,000	$28,000	$28,680	$40,100	259
306.20	Manager, Benefits	$29,000	$20,400	$23,540	$23,000	$32,388	272
306.30	Manager, Training and Development	$33,771	$28,000	$32,540	$25,750	$33,939	125
306.40	Manager, Employee Relations	$35,462	$23,600	$26,000	$25,794	$37,664	69
306.50	Manager, Labor Relations	$47,652		$40,000		$47,652	49
306.60	Manager, Employment	$28,890	$16,500	$23,940	$24,767	$31,175	206
306.70	Manager, Wage and Salary/Manager, Compensation	$32,823	$17,600	$32,540	$27,311	$34,000	164
306.80	Manager, Personnel Information Systems	$33,600	$20,176	$27,367	$25,132	$35,800	91
307.00	Director, Affirmative Action/Equal Employment	$42,540	$36,830	$32,540	$35,310	$44,747	265
307.10	Associate Director, Affirmative Action/Equal Employment	$32,355		$20,994	$30,508	$32,355	57
308.00	Director, Personnel and Affirmative Action	$36,274	$28,644	$32,988	$39,562	$49,935	189
309.00	Director, Computer Center	$45,563	$30,100	$38,000	$46,746	$62,500	641
309.10	Associate Director, Computer Center	$38,957	$21,730	$28,892	$37,500	$50,016	216
309.20	Data Base Administrator	$38,148	$21,000	$28,430	$32,958	$42,156	187
309.30	Systems Analyst I (highest level)	$35,000	$23,363	$28,892	$31,690	$37,780	349
309.40	Systems Analyst II (lowest level)	$27,408	$20,000	$21,520	$24,456	$29,552	246
309.50	Programmer Analyst I (highest level)	$28,992	$22,491	$26,000	$28,000	$31,968	479
309.60	Programmer Analyst II (lowest level)	$23,633	$17,504	$22,100	$22,900	$24,724	394
310.00	Director, Computer Center Operations/Administrative	$42,000	$26,910	$33,456	$39,900	$54,500	294
310.10	Associate Director, Computer Center Operations/Administrative	$38,370	$23,100	$22,937	$32,264	$47,754	151
311.00	Director, Information Systems	$50,000	$34,650	$41,520	$45,200	$57,731	212

Table 1

ALL INSTITUTIONS BY BUDGET QUARTILE (continued)

POS	TITLE	MED	Q1-MED	Q2-MED	Q3-MED	Q4-MED	CASES
312.00	Chief, Physical Plant/Facilities Management Officer	$42,432	$27,000	$36,400	$45,000	$59,640	1001
312.10	Associate Director, Physical Plant/Facilities Management	$35,633	$22,784	$28,810	$34,523	$45,605	434
312.20	Manager, Landscape and Grounds	$27,250	$19,685	$22,548	$26,000	$33,120	456
312.30	Manager, Building and Maintenance Trades	$31,197	$22,949	$26,715	$28,553	$36,360	393
312.40	Manager, Technical Trades	$33,867	$27,392	$29,000	$28,258	$36,534	161
312.50	Manager, Custodial Services	$27,000	$18,496	$21,481	$26,842	$33,036	513
312.60	Manager, Power Plant	$34,400	$25,600	$25,150	$31,039	$37,778	242
313.00	Comptroller	$43,600	$28,500	$35,525	$44,573	$57,000	674
313.10	Manager, Payroll	$26,950	$18,803	$21,949	$24,684	$32,379	519
314.00	Director, Accounting	$35,304	$24,000	$31,000	$33,650	$43,950	478
314.10	Staff Accountant (highest level)	$26,112	$19,946	$24,000	$26,500	$29,150	489
314.20	Staff Accountant (lowest level)	$21,557	$17,500	$20,070	$22,284	$22,000	367
315.00	Bursar	$32,000	$21,091	$24,720	$28,500	$39,000	327
315.10	Associate Bursar	$27,600	$18,000	$20,000	$23,350	$30,936	87
316.00	Director, Purchasing	$34,008	$23,772	$27,056	$32,000	$42,830	649
316.10	Associate Director, Purchasing	$30,094	$15,200	$20,050	$24,130	$34,875	177
317.00	Director, Bookstore	$26,000	$17,300	$22,311	$28,292	$38,700	676
317.10	Associate Director, Bookstore	$23,000	$16,000	$17,869	$20,800	$28,692	154
318.00	Director, Internal Audit	$41,700	$17,000	$29,103	$33,048	$45,555	258
319.00	Director, Auxiliary Services	$42,161	$26,714	$34,646	$38,955	$52,300	278
319.10	Manager, Mail Services	$20,400	$14,196	$16,465	$18,900	$25,000	389
320.00	Director, Campus Security	$31,800	$18,000	$23,968	$30,590	$41,748	693
321.00	Director, Risk Management and Insurance	$44,486		$32,540	$37,700	$44,730	113
322.00	Administrator, Hospital Medical Center	$109,700	$100,000	$24,486	$23,664	$112,590	41
322.10	Director, Medical Center Public Relations/Affairs	$48,000	$27,000	$46,200	$29,000	$48,960	49
322.20	Director, Medical Center Personnel	$54,996	$28,152		$43,500	$55,000	21
EXTERNAL AFFAIRS							
401.00	Chief Development Officer	$54,000	$38,850	$50,000	$58,000	$70,000	732
401.10	Director, Annual Giving	$32,100	$26,000	$29,000	$31,000	$37,906	401
401.20	Director, Corporate/Foundation Relations	$38,500	$32,500	$33,500	$33,600	$47,700	274
401.30	Coordinator, Resource Development	$26,361	$24,296	$22,000	$25,133	$30,900	168
401.40	Director, Estate Planning	$40,643	$30,000	$33,475	$39,000	$47,500	150
402.00	Chief Public Relations Officer	$37,550	$24,887	$32,000	$38,327	$54,500	643
402.10	Director, Governmental/Legislative Relations	$59,844		$39,479	$37,500	$60,200	103
403.00	Chief Development and Public Relations Officer	$60,010	$30,100	$42,065	$58,776	$76,500	180
404.00	Director, Alumni Affairs	$31,080	$22,050	$26,000	$32,000	$42,000	662
405.00	Director, Development and Alumni Affairs	$42,350	$30,000	$36,044	$42,850	$58,418	105
406.00	Director, Special and Deferred Gifts	$40,000	$30,000	$30,168	$40,000	$48,234	145
407.00	Director, Church Relations	$30,000	$25,126	$27,000	$39,400	$41,530	81
408.00	Director, Community Services	$38,587	$31,468	$38,448	$38,784	$45,050	156
409.00	Director, Publications	$31,502	$20,800	$27,300	$28,700	$37,300	390
409.10	Associate Director, Publications	$26,110	$19,500	$19,800	$23,400	$29,847	109
409.20	Manager, Printing Services	$28,076	$18,593	$21,150	$24,996	$33,833	395
410.00	Director, Information Office	$33,350	$23,600	$27,528	$33,000	$45,768	334
411.00	Director, News Bureau	$28,932	$17,568	$23,550	$26,196	$33,932	213
STUDENT SERVICES							
501.00	Chief Student Affairs Officer	$50,256	$37,253	$45,540	$53,800	$68,900	1096
502.00	Director, Admissions	$39,500	$29,460	$35,500	$43,280	$51,420	809
502.10	Associate Director, Admissions	$30,000	$21,527	$25,000	$29,843	$36,000	466
502.20	Assistant Director, Admissions	$22,913	$18,500	$21,424	$22,550	$26,785	468
503.00	Director, Admissions and Registrar	$44,144	$34,000	$42,400	$46,801	$55,392	188
504.00	Registrar	$35,400	$24,500	$31,930	$37,175	$48,230	945
504.10	Associate Registrar	$29,807	$20,500	$22,953	$27,983	$35,833	299
504.20	Assistant Registrar	$24,180	$16,501	$20,302	$22,500	$27,605	360
505.00	Director, Admissions and Financial Aid	$43,548	$31,437	$40,000	$47,200	$61,793	129
506.00	Director, Student Financial Aid	$34,032	$24,560	$30,576	$35,780	$44,700	1067
506.10	Associate Director, Student Financial Aid	$25,920	$18,000	$21,000	$24,939	$31,764	504
507.00	Director, Food Services	$35,368	$21,572	$31,000	$34,008	$44,191	285
507.10	Associate Director, Food Services	$30,000	$16,711	$21,500	$29,432	$35,688	136
508.00	Director, Student Housing	$30,625	$20,000	$25,000	$29,784	$40,992	542
508.10	Associate Director, Student Housing	$26,617	$16,800	$20,000	$21,237	$33,053	190
508.20	Housing Officer/Administrative Operations	$29,887	$32,100	$19,800	$21,942	$33,386	105
508.30	Housing Officer/Residence Life	$24,000	$17,850	$20,790	$23,316	$32,079	239
508.40	Housing Officer/Family Housing	$30,864		$18,118		$30,916	44
509.00	Director, Housing and Food Service	$52,536	$41,580	$30,235	$23,174	$58,000	36
510.00	Director, Foreign Students	$31,400	$26,200	$25,000	$27,500	$35,117	207
511.00	Director, Student Union	$36,936	$20,500	$28,596	$31,500	$42,062	301
511.10	Associate Director, Student Union	$29,378	$25,632	$19,000	$25,080	$32,431	126
511.20	Student Union Business Manager	$30,000		$16,210	$28,768	$30,192	69
512.00	Director, Student Activities	$28,530	$22,000	$23,805	$29,388	$37,646	653
513.00	Director, Student Placement	$32,404	$23,457	$27,300	$32,700	$42,559	753
514.00	Director, Student Counseling	$38,100	$27,443	$32,613	$38,198	$46,638	705
514.10	Associate Director, Student Counseling	$31,128	$20,933	$25,268	$26,328	$38,000	152
515.00	Director, Student Health Services (Physician Administrator)	$65,556	$17,172	$29,000	$55,125	$72,000	236
516.00	Director, Student Health Services (Nurse Administrator)	$25,524	$18,000	$20,779	$26,000	$32,839	444
517.00	Director, Campus Ministries	$28,172	$22,000	$25,824	$31,588	$37,867	267
518.00	Director, Athletics	$44,350	$28,328	$37,000	$45,000	$62,139	741
519.00	Director, Sports Information	$24,670	$16,850	$19,837	$22,500	$29,500	398
520.00	Director, Athletics/Men	$42,034	$23,700	$34,400	$44,309	$48,100	68
521.00	Director, Athletics/Women	$32,600	$17,746	$25,768	$30,122	$41,771	145
522.00	Director, Campus Recreation/Intramurals	$29,150	$20,284	$22,000	$25,000	$35,044	334
523.00	Director, Enrollment Management	$44,168	$32,708	$43,824	$43,662	$53,000	102
524.00	Director, Minority Affairs	$33,800	$24,896	$25,903	$31,000	$36,888	166

Table 2

PUBLIC INSTITUTIONS BY BUDGET QUARTILE

CLASSIFICATION: Not specified. **SOURCE OF SUPPORT:** Public Instit **FTE-ENROLLMENT RANGE:** Not specified. **FTE-ENROLLMENT MEDIAN:** 3,715
1988/1989 BUDGET RANGE: Not specified. **1988/1989 BUDGET MEDIAN:** $19,508,610 **CASES SELECTED:** 698.

POS	TITLE	MED	Q1-MED	Q2-MED	Q3-MED	Q4-MED	CASES
EXECUTIVE							
101.00	Chief Executive Officer, System	$95,000	$63,000	$72,500	$87,360	$109,167	92
101.10	Assistant to the President, System	$59,020	$34,100	$44,495	$45,588	$64,000	59
102.00	Chief Executive Officer, Single Institution	$79,044	$64,000	$77,000	$84,153	$108,396	590
102.10	Assistant to the President, Single Institution	$46,620	$28,944	$45,353	$44,651	$56,139	252
103.00	Executive Vice President	$68,000	$50,724	$59,547	$66,216	$89,500	112
ACADEMIC							
201.00	Chief Academic Officer	$64,600	$50,172	$59,439	$70,000	$89,688	621
201.10	Director, Conferences	$39,620	$21,500	$37,720	$37,214	$44,030	116
202.00	Chief Health Professions Officer	$67,945	$33,232	$43,700	$60,000	$109,666	62
203.00	Director, Library Services	$46,675	$34,347	$40,761	$50,837	$66,521	513
203.10	Circulation Librarian	$28,792	$22,255	$23,944	$28,564	$31,500	229
203.20	Acquisitions Librarian	$32,431	$19,842	$28,536	$29,938	$36,198	243
203.30	Technical Services Librarian	$34,050	$22,666	$28,000	$34,283	$41,676	267
203.40	Public Services Librarian	$36,350	$25,298	$29,085	$32,448	$43,535	203
203.50	Reference Librarian	$31,000	$24,525	$26,866	$30,669	$36,246	301
204.00	Director, Institutional Research	$45,420	$36,048	$39,375	$44,144	$53,737	343
204.10	Associate Director, Institutional Research	$37,000	$14,280	$28,600	$35,926	$39,300	88
205.00	Director, Educational Media Services	$38,064	$31,746	$32,355	$35,292	$47,541	262
206.00	Director, Learning Resources Center	$41,039	$33,293	$39,732	$44,493	$47,358	258
207.00	Director, International Studies Education	$47,520	$31,110	$30,254	$44,300	$50,352	94
208.00	Director, Computer Center Operations/Academic	$45,900	$33,000	$39,570	$45,000	$58,300	181
208.10	Associate Director, Computer Center Operations/Academic	$43,890	$32,868	$20,906	$36,276	$49,684	84
209.00	Administrator, Grants and Contracts	$44,242	$36,470	$36,500	$39,110	$53,200	277
210.00	Dean, Architecture	$76,150	$29,313	$53,573	$38,720	$79,500	43
211.00	Dean, Agriculture	$75,000	$34,089	$45,828	$55,500	$88,400	69
212.00	Dean, Arts and Letters	$57,075	$42,183	$47,032	$60,058	$74,000	81
213.00	Dean, Arts and Sciences	$61,308	$44,520	$52,000	$60,732	$82,000	248
214.00	Dean, Business	$60,186	$40,536	$48,182	$61,752	$82,000	392
215.00	Dean, Communications	$53,573	$36,440	$47,061	$48,697	$76,952	59
216.00	Dean, Continuing Education	$49,000	$39,704	$43,631	$52,642	$64,470	353
217.00	Dean, Dentistry	$95,996		$46,761	$57,642	$105,300	32
218.00	Dean, Education	$63,750	$36,832	$50,000	$59,649	$75,000	250
219.00	Dean, Engineering	$75,435	$42,091	$51,478	$60,515	$90,100	172
221.00	Dean, Extension	$53,168	$36,580	$42,300	$53,168	$82,000	69
222.00	Dean, Fine Arts	$60,000	$30,170	$45,582	$56,000	$73,280	107
223.00	Dean, Graduate Programs	$65,208	$45,000	$47,600	$58,656	$72,996	211
224.00	Dean, Health-Related Professions	$55,262	$40,233	$47,234	$57,429	$74,671	183
225.00	Dean, Home Economics	$62,772	$43,785	$47,549	$50,000	$76,420	40
226.00	Dean, Humanities	$50,406	$42,500	$45,586	$57,000	$72,600	115
227.00	Dean, Instruction	$52,223	$43,773	$50,390	$55,560	$54,594	39
228.00	Dean, Law	$95,698	$36,288	$52,917	$82,436	$102,000	55
229.00	Dean, Library and Information Sciences	$60,274	$32,748	$43,000	$52,052	$70,200	50
230.00	Dean, Mathematics	$48,459	$36,165	$46,181	$52,100	$65,590	79
231.00	Dean, Medicine	$123,988	$75,000	$52,917	$113,000	$150,200	50
232.00	Dean, Music	$64,500	$27,000	$52,320	$42,589	$68,581	31
233.00	Dean, Nursing	$59,436	$37,695	$45,160	$53,727	$77,000	164
234.00	Dean, Occupational Studies/Vocational Education/Technology	$49,688	$42,739	$46,665	$54,952	$66,000	185
235.00	Dean, Pharmacy	$88,894		$53,573	$63,000	$90,000	36
236.00	Dean, Public Health	$79,968	$33,480	$53,573	$56,568	$112,025	14
237.00	Dean, Sciences	$54,746	$41,424	$48,167	$57,620	$77,000	167
238.00	Dean, Social Sciences	$50,406	$35,815	$45,216	$53,035	$76,076	129
239.00	Dean, Social Work	$68,000		$44,527	$61,412	$79,253	43
240.00	Dean, Special Programs	$45,000	$41,100	$39,266	$49,613	$67,355	73
241.00	Dean, Undergraduate Programs	$56,500	$40,368	$44,000	$58,183	$65,000	45
242.00	Dean, Veterinary Medicine	$90,000		$53,573	$40,715	$90,720	20
ADMINISTRATIVE							
301.00	Chief Business Officer	$60,001	$45,636	$55,720	$65,520	$84,000	587
301.01	Chief Administration Officer	$64,169	$44,183	$50,900	$62,000	$79,420	92
301.02	Chief Financial Officer	$53,612	$36,696	$48,227	$52,125	$66,901	140
301.10	Director, Health and Safety	$40,000		$31,151	$34,200	$44,831	123
301.20	Director, Telecommunications	$42,180	$28,058	$31,808	$35,352	$49,350	179
302.00	Chief Planning Officer	$55,000	$46,502	$41,655	$54,000	$64,700	120
303.00	Chief Budgeting Officer	$49,092	$39,455	$39,207	$43,800	$56,000	240
303.10	Associate Budget Director	$41,281	$24,352	$28,500	$34,584	$46,750	115
304.00	Chief Planning and Budget Officer	$61,200	$45,429	$40,000	$49,800	$69,000	56
305.00	General Counsel	$62,700	$45,674	$35,000	$50,184	$65,790	125
305.10	Associate General Counsel	$50,766				$50,766	51
306.00	Chief Personnel/Human Resources Officer	$47,700	$28,594	$37,780	$46,069	$58,716	394
306.10	Associate Director, Personnel/Human Resources	$36,696	$18,485	$29,984	$32,322	$43,770	177
306.20	Manager, Benefits	$29,436	$22,456	$22,000	$25,725	$34,150	178
306.30	Manager, Training and Development	$33,771	$30,360	$27,015	$27,408	$33,939	96
306.40	Manager, Employee Relations	$37,664	$22,956	$32,540	$41,800	$39,885	46
306.50	Manager, Labor Relations	$47,652		$40,000	$53,966	$47,652	41
306.60	Manager, Employment	$28,860	$16,500	$21,788	$25,400	$31,281	145
306.70	Manager, Wage and Salary/Manager, Compensation	$32,355	$24,000	$28,040	$27,311	$33,715	124
306.80	Manager, Personnel Information Systems	$33,600	$20,176	$27,367	$27,876	$36,276	61
307.00	Director, Affirmative Action/Equal Employment	$42,500	$41,000	$32,540	$35,600	$46,500	228
307.10	Associate Director, Affirmative Action/Equal Employment	$32,355		$20,994	$31,008	$32,388	45
308.00	Director, Personnel and Affirmative Action	$39,865	$33,384	$39,250	$48,636	$54,221	116
309.00	Director, Computer Center	$48,700	$32,626	$41,785	$51,858	$64,882	379
309.10	Associate Director, Computer Center	$44,400	$32,689	$35,604	$41,390	$52,947	120
309.20	Data Base Administrator	$39,410	$29,000	$30,500	$36,000	$42,915	123
309.30	Systems Analyst I (highest level)	$35,273	$30,940	$31,200	$33,800	$38,200	230
309.40	Systems Analyst II (lowest level)	$28,959	$22,200	$27,540	$28,056	$30,101	166
309.50	Programmer Analyst I (highest level)	$29,405	$24,264	$27,161	$29,400	$31,103	290
309.60	Programmer Analyst II (lowest level)	$24,000	$19,775	$23,000	$24,000	$24,760	241
310.00	Director, Computer Center Operations/Administrative	$44,200	$37,200	$38,700	$40,200	$55,947	150
310.10	Associate Director, Computer Center Operations/Administrative	$41,072	$28,200	$28,449	$37,236	$50,661	88
311.00	Director, Information Systems	$51,686	$38,488	$45,725	$47,599	$59,036	136

Table 2

PUBLIC INSTITUTIONS BY BUDGET QUARTILE (continued)

POS	TITLE	MED	Q1-MED	Q2-MED	Q3-MED	Q4-MED	CASES
312.00	Chief, Physical Plant/Facilities Management Officer	$45,350	$29,466	$40,900	$47,500	$60,500	552
312.10	Associate Director, Physical Plant/Facilities Management	$38,198	$24,200	$31,000	$36,862	$47,000	254
312.20	Manager, Landscape and Grounds	$28,056	$20,837	$23,700	$26,828	$33,734	257
312.30	Manager, Building and Maintenance Trades	$31,497	$22,386	$27,187	$30,883	$37,368	236
312.40	Manager, Technical Trades	$33,984	$17,805	$28,584	$30,300	$36,504	98
312.50	Manager, Custodial Services	$28,056	$19,396	$23,415	$27,576	$34,001	302
312.60	Manager, Power Plant	$34,289	$20,873	$26,763	$31,587	$37,884	165
313.00	Comptroller	$47,150	$30,951	$39,900	$46,900	$60,485	341
313.10	Manager, Payroll	$29,000	$18,893	$23,231	$27,360	$35,240	310
314.00	Director, Accounting	$37,608	$26,304	$31,648	$37,734	$45,932	297
314.10	Staff Accountant (highest level)	$28,065	$22,150	$27,384	$27,055	$29,683	278
314.20	Staff Accountant (lowest level)	$21,944	$19,400	$22,745	$22,284	$21,904	219
315.00	Bursar	$35,237	$20,120	$27,085	$31,026	$40,600	174
315.10	Associate Bursar	$29,400	$16,917	$23,174	$25,700	$36,000	47
316.00	Director, Purchasing	$35,560	$23,000	$29,992	$34,765	$45,600	428
316.10	Associate Director, Purchasing	$31,464	$16,236	$24,330	$24,500	$35,412	129
317.00	Director, Bookstore	$28,694	$19,000	$25,000	$32,064	$39,990	372
317.10	Associate Director, Bookstore	$24,773	$16,744	$22,900	$22,914	$29,419	91
318.00	Director, Internal Audit	$41,575	$31,000	$31,200	$34,800	$46,000	191
319.00	Director, Auxiliary Services	$43,065	$31,956	$38,115	$41,400	$54,500	184
319.10	Manager, Mail Services	$23,372	$15,600	$19,002	$21,576	$25,452	190
320.00	Director, Campus Security	$35,215	$20,424	$28,853	$33,904	$44,327	389
321.00	Director, Risk Management and Insurance	$42,572		$32,540	$37,700	$45,289	71
322.00	Administrator, Hospital Medical Center	$110,240			$79,140	$112,590	28
322.10	Director, Medical Center Public Relations/Affairs	$46,738			$36,539	$46,738	30
322.20	Director, Medical Center Personnel	$50,532			$43,500	$50,532	17
EXTERNAL AFFAIRS							
401.00	Chief Development Officer	$55,000	$39,500	$46,616	$54,350	$70,000	293
401.10	Director, Annual Giving	$35,368	$25,659	$31,533	$34,833	$35,508	103
401.20	Director, Corporate/Foundation Relations	$42,000	$34,000	$37,000	$43,597	$46,800	88
401.30	Coordinator, Resource Development	$30,500	$22,549	$22,000	$35,000	$29,835	55
401.40	Director, Estate Planning	$43,759		$29,595	$29,169	$44,673	27
402.00	Chief Public Relations Officer	$42,000	$28,350	$36,929	$43,000	$57,000	326
402.10	Director, Governmental/Legislative Relations	$58,418		$51,298	$58,044	$60,000	74
403.00	Chief Development and Public Relations Officer	$59,891	$30,100	$42,982	$60,000	$77,000	106
404.00	Director, Alumni Affairs	$34,400	$25,000	$24,480	$32,579	$43,359	249
405.00	Director, Development and Alumni Affairs	$42,935	$27,809	$39,538	$42,901	$59,995	61
406.00	Director, Special and Deferred Gifts	$43,500	$13,000	$31,803	$45,048	$44,280	33
408.00	Director, Community Services	$40,000	$31,468	$41,172	$42,500	$43,812	114
409.00	Director, Publications	$35,004	$25,440	$29,775	$32,712	$39,000	181
409.10	Associate Director, Publications	$29,030	$17,098	$25,122	$28,273	$30,600	44
409.20	Manager, Printing Services	$29,807	$19,407	$23,767	$28,966	$35,231	252
410.00	Director, Information Office	$37,653	$26,625	$30,000	$36,750	$48,000	201
411.00	Director, News Bureau	$31,700		$23,800	$29,776	$34,640	110
STUDENT SERVICES							
501.00	Chief Student Affairs Officer	$55,120	$42,080	$51,150	$60,000	$72,000	606
502.00	Director, Admissions	$41,115	$32,296	$37,284	$43,299	$51,972	377
502.10	Associate Director, Admissions	$33,772	$18,146	$27,923	$32,935	$36,400	176
502.20	Assistant Director, Admissions	$26,719	$19,428	$25,820	$26,593	$29,000	184
503.00	Director, Admissions and Registrar	$45,253	$34,872	$42,650	$49,725	$56,200	157
504.00	Registrar	$41,300	$30,000	$36,800	$42,796	$50,000	435
504.10	Associate Registrar	$34,100	$20,696	$26,151	$32,049	$37,271	172
504.20	Assistant Registrar	$27,200	$22,000	$24,000	$25,860	$28,075	171
505.00	Director, Admissions and Financial Aid	$43,315	$33,396	$43,548	$44,401	$61,485	38
506.00	Director, Student Financial Aid	$36,840	$26,650	$34,000	$38,000	$45,520	575
506.10	Associate Director, Student Financial Aid	$29,650	$19,553	$25,375	$28,150	$33,779	243
507.00	Director, Food Services	$37,148	$19,425	$29,004	$34,400	$45,425	155
507.10	Associate Director, Food Services	$34,430	$15,800	$19,750	$28,400	$37,188	64
508.00	Director, Student Housing	$35,726	$23,478	$28,027	$33,600	$44,990	243
508.10	Associate Director, Student Housing	$32,355	$22,647	$23,000	$29,707	$36,952	99
508.20	Housing Officer/Administrative Operations	$31,000	$32,100	$19,800	$25,200	$33,386	68
508.30	Housing Officer/Residence Life	$27,504	$21,372	$20,549	$26,910	$34,734	109
508.40	Housing Officer/Family Housing	$30,681			$30,670	$30,681	37
509.00	Director, Housing and Food Service	$54,500	$41,580		$45,860	$58,188	25
510.00	Director, Foreign Students	$34,507	$31,110	$28,418	$29,741	$35,716	118
511.00	Director, Student Union	$40,000	$20,951	$32,385	$38,760	$45,687	192
511.10	Associate Director, Student Union	$32,431	$25,632	$21,312	$29,884	$34,508	84
511.20	Student Union Business Manager	$30,138		$13,894	$28,768	$30,500	57
512.00	Director, Student Activities	$33,841	$27,600	$29,401	$34,428	$40,000	353
513.00	Director, Student Placement	$36,077	$26,608	$31,500	$36,500	$44,100	389
514.00	Director, Student Counseling	$42,100	$29,629	$38,604	$44,625	$48,561	406
514.10	Associate Director, Student Counseling	$35,949	$25,652	$28,000	$33,117	$39,835	82
515.00	Director, Student Health Services (Physician Administrator)	$66,676	$25,360	$25,000	$57,624	$72,800	153
516.00	Director, Student Health Services (Nurse Administrator)	$29,466	$20,779	$28,482	$28,797	$35,006	172
517.00	Director, Campus Ministries	$30,800			$30,800	$37,867	6
518.00	Director, Athletics	$49,068	$33,964	$42,200	$49,500	$70,000	369
519.00	Director, Sports Information	$28,000	$14,973	$20,736	$24,670	$31,999	205
520.00	Director, Athletics/Men	$47,900	$31,740	$38,680	$47,900	$50,548	31
521.00	Director, Athletics/Women	$40,950	$17,530	$24,500	$35,856	$44,919	63
522.00	Director, Campus Recreation/Intramurals	$32,800	$21,758	$23,100	$27,989	$37,989	199
523.00	Director, Enrollment Management	$44,168	$31,000	$43,662	$44,168	$53,000	49
524.00	Director, Minority Affairs	$35,241	$26,285	$25,903	$30,328	$37,000	88

Table 3

PRIVATE INDEPENDENT INSTITUTIONS BY BUDGET QUARTILE

CLASSIFICATION: Not specified. **SOURCE OF SUPPORT:** Private, Ind **FTE-ENROLLMENT RANGE:** Not specified. **FTE-ENROLLMENT MEDIAN:** 1,400
1988/1989 BUDGET RANGE: Not specified. **1988/1989 BUDGET MEDIAN:** $15,270,077 **CASES SELECTED:** 316.

POS	TITLE	MED	Q1-MED	Q2-MED	Q3-MED	Q4-MED	CASES
EXECUTIVE							
101.00	Chief Executive Officer, System	$113,000	$40,000	$146,250	$61,000	$120,000	13
101.10	Assistant to the President, System	$55,600	$38,000		$25,992	$55,600	9
102.00	Chief Executive Officer, Single Institution	$93,500	$67,000	$85,063	$103,000	$138,000	276
102.10	Assistant to the President, Single Institution	$38,450	$24,385	$35,124	$41,300	$46,660	139
103.00	Executive Vice President	$82,014	$51,000	$71,518	$71,500	$97,000	72
ACADEMIC							
201.00	Chief Academic Officer	$64,000	$47,288	$61,420	$69,000	$96,000	284
201.10	Director, Conferences	$31,700	$29,150	$28,800	$26,500	$36,000	57
202.00	Chief Health Professions Officer	$70,000	$30,000	$65,000	$68,200	$104,860	15
203.00	Director, Library Services	$40,508	$27,803	$34,175	$44,750	$58,500	278
203.10	Circulation Librarian	$25,000	$14,960	$18,800	$22,885	$30,000	113
203.20	Acquisitions Librarian	$27,600	$16,065	$23,600	$25,290	$30,850	108
203.30	Technical Services Librarian	$27,750	$19,210	$23,700	$29,138	$33,516	160
203.40	Public Services Librarian	$31,116	$24,125	$26,550	$30,830	$36,666	87
203.50	Reference Librarian	$26,500	$20,000	$25,000	$26,450	$31,275	173
204.00	Director, Institutional Research	$40,000	$40,000	$35,300	$36,600	$44,425	82
204.10	Associate Director, Institutional Research	$30,208		$17,000	$19,800	$35,813	15
205.00	Director, Educational Media Services	$27,525	$21,050	$23,900	$27,718	$33,100	102
206.00	Director, Learning Resources Center	$27,951	$22,455	$27,951	$27,314	$35,535	72
207.00	Director, International Studies Education	$38,562	$28,000	$32,385	$34,000	$45,000	34
208.00	Director, Computer Center Operations/Academic	$42,600	$29,200	$32,550	$40,000	$57,197	104
208.10	Associate Director, Computer Center Operations/Academic	$29,450	$19,776	$26,100	$28,500	$44,730	48
209.00	Administrator, Grants and Contracts	$35,840	$24,000	$25,090	$30,000	$48,000	85
210.00	Dean, Architecture	$83,000		$45,800	$57,165	$84,000	10
212.00	Dean, Arts and Letters	$64,740		$44,874	$53,975	$67,890	10
213.00	Dean, Arts and Sciences	$62,000	$38,551	$44,900	$55,000	$75,500	61
214.00	Dean, Business	$63,440	$34,228	$44,640	$60,050	$85,000	92
215.00	Dean, Communications	$65,100	$28,667	$35,165	$34,538	$66,625	17
216.00	Dean, Continuing Education	$42,800	$33,200	$34,500	$46,600	$61,657	102
217.00	Dean, Dentistry	$107,000			$85,000	$112,000	10
218.00	Dean, Education	$49,450	$29,780	$41,800	$49,450	$72,000	55
219.00	Dean, Engineering	$80,800	$39,000	$34,000	$58,500	$100,000	38
221.00	Dean, Extension	$56,350	$27,810		$52,000	$69,860	9
222.00	Dean, Fine Arts	$51,469	$34,000	$42,636	$50,100	$66,728	28
223.00	Dean, Graduate Programs	$55,568	$35,101	$41,000	$50,971	$74,880	76
224.00	Dean, Health-Related Professions	$55,000	$40,840		$55,000	$61,500	17
225.00	Dean, Home Economics	$66,625			$31,859	$67,000	6
226.00	Dean, Humanities	$39,400	$24,600	$37,000	$34,008	$62,000	28
228.00	Dean, Law	$101,000		$60,000	$90,252	$115,211	38
229.00	Dean, Library and Information Sciences	$50,600		$50,600	$49,600	$70,000	6
230.00	Dean, Mathematics	$47,500		$32,900	$47,500	$65,500	12
231.00	Dean, Medicine	$164,000			$105,000	$164,000	13
232.00	Dean, Music	$57,000	$22,400	$29,663	$58,500	$82,283	20
233.00	Dean, Nursing	$51,250	$31,000	$40,685	$49,234	$72,000	45
234.00	Dean, Occupational Studies/Vocational Education/Technology	$43,646	$36,000	$37,108	$52,000	$51,500	8
235.00	Dean, Pharmacy	$74,000			$69,000	$74,000	8
237.00	Dean, Sciences	$47,443	$27,040	$41,028	$43,000	$63,440	28
238.00	Dean, Social Sciences	$40,320	$24,752	$38,115	$38,884	$66,150	28
239.00	Dean, Social Work	$74,000	$31,460	$45,000	$41,225	$80,000	15
240.00	Dean, Special Programs	$42,000	$32,865	$35,190	$55,650	$42,600	15
241.00	Dean, Undergraduate Programs	$57,300	$30,000	$47,000	$47,000	$75,000	29
ADMINISTRATIVE							
301.00	Chief Business Officer	$62,500	$42,722	$59,000	$71,376	$88,200	227
301.01	Chief Administration Officer	$53,550	$46,000	$42,260	$56,000	$90,000	41
301.02	Chief Financial Officer	$57,300	$38,000	$50,500	$53,000	$82,000	72
301.10	Director, Health and Safety	$38,906	$12,960	$25,000	$39,328	$49,635	25
301.20	Director, Telecommunications	$39,000	$25,000	$15,000	$24,610	$44,000	43
302.00	Chief Planning Officer	$58,000	$19,000	$46,850	$52,957	$70,500	33
303.00	Chief Budgeting Officer	$48,250	$17,458	$37,000	$36,400	$57,000	58
303.10	Associate Budget Director	$36,400	$35,000	$28,000	$30,750	$39,600	28
304.00	Chief Planning and Budget Officer	$53,500	$47,640	$43,500	$44,000	$75,000	16
305.00	General Counsel	$73,200	$48,000	$45,000	$42,000	$75,000	30
305.10	Associate General Counsel	$49,858			$35,450	$50,000	14
306.00	Chief Personnel/Human Resources Officer	$41,000	$23,500	$32,000	$36,570	$54,236	159
306.10	Associate Director, Personnel/Human Resources	$32,361	$20,000	$26,500	$25,500	$37,295	57
306.20	Manager, Benefits	$29,300	$32,500	$23,540	$23,514	$35,000	69
306.30	Manager, Training and Development	$33,600	$28,000		$24,333	$34,650	24
306.40	Manager, Employee Relations	$34,000		$26,000	$25,794	$34,447	20
306.50	Manager, Labor Relations	$44,900				$44,900	7
306.60	Manager, Employment	$33,000	$23,940		$23,050	$36,384	51
306.70	Manager, Wage and Salary/Manager, Compensation	$35,500			$14,400	$37,200	30
306.80	Manager, Personnel Information Systems	$36,500	$19,865		$22,175	$40,194	24
307.00	Director, Affirmative Action/Equal Employment	$44,405			$30,900	$44,405	28
307.10	Associate Director, Affirmative Action/Equal Employment	$31,904				$31,904	11
308.00	Director, Personnel and Affirmative Action	$34,300	$27,909	$31,000	$39,562	$42,326	49
309.00	Director, Computer Center	$46,250	$30,450	$38,000	$46,250	$61,000	147
309.10	Associate Director, Computer Center	$37,500	$18,000	$27,000	$36,832	$53,000	54
309.20	Data Base Administrator	$35,000	$18,500	$25,200	$21,000	$43,000	41
309.30	Systems Analyst I (highest level)	$35,000	$22,601	$25,420	$28,140	$36,200	87
309.40	Systems Analyst II (lowest level)	$26,978	$13,400	$16,000	$23,070	$27,723	51
309.50	Programmer Analyst I (highest level)	$28,300	$21,300	$22,100	$26,000	$32,196	125
309.60	Programmer Analyst II (lowest level)	$24,000	$18,437	$20,613	$24,500	$25,000	107
310.00	Director, Computer Center Operations/Administrative	$42,520	$25,500	$33,584	$38,920	$56,500	89
310.10	Associate Director, Computer Center Operations/Administrative	$35,075	$23,500	$28,000	$31,300	$48,392	31
311.00	Director, Information Systems	$48,714	$26,000	$36,060	$38,300	$61,680	55
312.00	Chief, Physical Plant/Facilities Management Officer	$42,400	$25,500	$38,200	$42,500	$61,000	247
312.10	Associate Director, Physical Plant/Facilities Management	$34,620	$22,500	$31,200	$30,757	$45,000	108
312.20	Manager, Landscape and Grounds	$27,500	$19,685	$21,900	$26,500	$32,350	122
312.30	Manager, Building and Maintenance Trades	$31,718	$22,949	$26,800	$29,400	$35,510	100

Table 3

PRIVATE INDEPENDENT INSTITUTIONS BY BUDGET QUARTILE (continued)

POS	TITLE	MED	Q1-MED	Q2-MED	Q3-MED	Q4-MED	CASES
312.40	Manager, Technical Trades	$34,262	$32,550	$28,000	$28,000	$38,583	45
312.50	Manager, Custodial Services	$26,500	$18,673	$21,200	$27,009	$31,425	135
312.60	Manager, Power Plant	$36,750	$26,733	$23,350	$34,600	$38,525	49
313.00	Comptroller	$44,000	$29,051	$38,000	$45,156	$59,100	195
313.10	Manager, Payroll	$24,625	$18,972	$22,500	$22,500	$30,000	136
314.00	Director, Accounting	$33,000	$23,000	$27,000	$31,500	$42,085	105
314.10	Staff Accountant (highest level)	$26,000	$22,440	$22,420	$26,000	$28,200	129
314.20	Staff Accountant (lowest level)	$21,000	$16,764	$17,400	$18,857	$22,069	104
315.00	Bursar	$29,500	$21,389	$22,700	$29,000	$36,360	106
315.10	Associate Bursar	$24,875	$18,000	$16,500	$21,500	$27,400	27
316.00	Director, Purchasing	$32,280	$21,000	$26,390	$28,061	$42,000	141
316.10	Associate Director, Purchasing	$35,285		$18,000	$18,500	$36,050	33
317.00	Director, Bookstore	$24,090	$18,000	$20,900	$26,682	$40,444	159
317.10	Associate Director, Bookstore	$19,075	$17,073	$15,300	$16,950	$29,000	35
318.00	Director, Internal Audit	$43,000	$17,000		$27,500	$50,000	48
319.00	Director, Auxiliary Services	$42,845	$18,700	$22,968	$36,200	$50,300	61
319.10	Manager, Mail Services	$19,192	$14,500	$15,435	$19,135	$22,990	116
320.00	Director, Campus Security	$31,000	$17,819	$23,500	$31,000	$39,000	178
321.00	Director, Risk Management and Insurance	$46,000	$48,500		$38,544	$46,500	31
322.00	Administrator, Hospital Medical Center	$54,000	$100,000	$24,486	$23,664	$170,000	12
322.10	Director, Medical Center Public Relations/Affairs	$53,000		$46,200	$20,748	$57,750	15
EXTERNAL AFFAIRS							
401.00	Chief Development Officer	$58,850	$38,535	$55,000	$61,791	$77,661	232
401.10	Director, Annual Giving	$32,900	$28,500	$30,000	$31,000	$40,000	172
401.20	Director, Corporate/Foundation Relations	$38,000	$24,823	$33,421	$34,560	$45,458	125
401.30	Coordinator, Resource Development	$25,514	$21,000	$23,000	$25,133	$30,900	70
401.40	Director, Estate Planning	$40,643	$31,620	$32,335	$39,411	$49,820	73
402.00	Chief Public Relations Officer	$36,744	$24,000	$31,970	$36,793	$54,103	175
402.10	Director, Governmental/Legislative Relations	$59,393		$47,000	$33,518	$60,000	25
403.00	Chief Development and Public Relations Officer	$66,850	$30,000	$49,878	$75,000	$88,000	41
404.00	Director, Alumni Affairs	$31,000	$22,400	$26,508	$34,000	$42,000	232
405.00	Director, Development and Alumni Affairs	$46,260	$35,210	$38,000	$46,260	$61,000	23
406.00	Director, Special and Deferred Gifts	$43,050	$31,345	$31,030	$43,320	$51,670	63
407.00	Director, Church Relations	$27,500	$20,000	$21,578	$37,637	$46,500	21
408.00	Director, Community Services	$34,200	$26,914	$27,040	$32,728	$41,150	26
409.00	Director, Publications	$30,187	$19,297	$27,500	$28,525	$34,754	126
409.10	Associate Director, Publications	$24,250	$17,652	$19,800	$23,000	$28,000	42
409.20	Manager, Printing Services	$24,250	$18,720	$21,150	$22,643	$31,800	88
410.00	Director, Information Office	$32,800	$27,500	$25,128	$28,820	$49,850	72
411.00	Director, News Bureau	$27,000	$17,568	$18,900	$25,000	$32,704	64
STUDENT SERVICES							
501.00	Chief Student Affairs Officer	$47,750	$33,950	$43,400	$50,550	$66,700	263
502.00	Director, Admissions	$42,400	$30,821	$37,450	$46,800	$55,000	245
502.10	Associate Director, Admissions	$29,540	$21,527	$25,721	$30,800	$34,645	187
502.20	Assistant Director, Admissions	$22,000	$18,500	$21,000	$22,500	$24,300	168
503.00	Director, Admissions and Registrar	$46,842	$27,000	$48,100	$46,842	$32,274	15
504.00	Registrar	$33,000	$24,000	$30,500	$35,200	$45,700	288
504.10	Associate Registrar	$27,000	$20,143	$21,000	$25,605	$31,000	81
504.20	Assistant Registrar	$21,550	$16,470	$19,717	$22,500	$25,009	110
505.00	Director, Admissions and Financial Aid	$48,880	$31,500	$41,000	$48,880	$68,000	43
506.00	Director, Student Financial Aid	$33,125	$22,800	$31,000	$36,387	$43,300	277
506.10	Associate Director, Student Financial Aid	$23,800	$19,500	$21,000	$23,800	$29,000	159
507.00	Director, Food Services	$37,394	$23,000	$33,300	$42,950	$48,000	74
507.10	Associate Director, Food Services	$30,450	$13,371	$21,500	$31,250	$33,000	45
508.00	Director, Student Housing	$30,000	$20,106	$25,000	$29,582	$36,800	163
508.10	Associate Director, Student Housing	$23,620		$19,000	$18,810	$26,000	55
508.20	Housing Officer/Administrative Operations	$29,078	$41,500	$16,800	$17,500	$35,650	27
508.30	Housing Officer/Residence Life	$21,800	$17,680	$21,000	$19,530	$27,300	75
508.40	Housing Officer/Family Housing	$33,267				$33,267	5
509.00	Director, Housing and Food Service	$47,300		$30,235	$47,300	$63,500	9
510.00	Director, Foreign Students	$27,310	$23,216	$25,890	$26,250	$32,703	56
511.00	Director, Student Union	$34,250	$23,200	$28,213	$28,000	$37,590	61
511.10	Associate Director, Student Union	$25,440		$13,230	$25,080	$26,478	30
511.20	Student Union Business Manager	$26,450		$20,330		$31,800	8
512.00	Director, Student Activities	$24,500	$21,322	$22,474	$26,500	$31,200	165
513.00	Director, Student Placement	$29,832	$23,815	$26,360	$31,420	$39,000	216
514.00	Director, Student Counseling	$34,450	$23,720	$29,425	$34,025	$41,000	163
514.10	Associate Director, Student Counseling	$27,650	$18,240	$22,540	$22,000	$33,991	41
515.00	Director, Student Health Services (Physician Administrator)	$72,000	$14,000	$16,000	$60,200	$77,700	53
516.00	Director, Student Health Services (Nurse Administrator)	$26,000	$17,973	$20,000	$27,333	$32,337	136
517.00	Director, Campus Ministries	$30,080	$22,000	$26,100	$32,260	$36,060	112
518.00	Director, Athletics	$42,597	$26,500	$37,600	$44,800	$55,000	200
519.00	Director, Sports Information	$22,575	$15,120	$21,144	$20,520	$26,976	114
520.00	Director, Athletics/Men	$38,150	$23,700	$37,000	$36,300	$51,700	16
521.00	Director, Athletics/Women	$29,000	$19,300	$25,000	$29,085	$31,644	40
522.00	Director, Campus Recreation/Intramurals	$26,200	$18,669	$20,085	$25,949	$27,608	71
523.00	Director, Enrollment Management	$42,000	$29,650	$43,775	$40,000	$47,000	29
524.00	Director, Minority Affairs	$34,000	$23,700	$20,574	$30,000	$37,000	56

Table 4

PRIVATE RELIGIOUS INSTITUTIONS BY BUDGET QUARTILE

CLASSIFICATION: Not specified. **SOURCE OF SUPPORT:** Private, Rel **FTE-ENROLLMENT RANGE:** Not specified. **FTE-ENROLLMENT MEDIAN:** 1,077
1988/1989 BUDGET RANGE: Not specified. **1988/1989 BUDGET MEDIAN:** $9,137,164 **CASES SELECTED:** 254.

POS	TITLE	MED	Q1-MED	Q2-MED	Q3-MED	Q4-MED	CASES
EXECUTIVE							
101.00	Chief Executive Officer, System	$90,000		$84,000		$100,000	6
101.10	Assistant to the President, System	$63,880		$59,000		$63,880	5
102.00	Chief Executive Officer, Single Institution	$73,597	$56,000	$66,000	$78,653	$100,000	238
102.10	Assistant to the President, Single Institution	$31,800	$33,300	$27,500	$29,000	$36,320	92
103.00	Executive Vice President	$54,500	$41,001	$53,139	$55,000	$60,000	39
ACADEMIC							
201.00	Chief Academic Officer	$51,000	$39,900	$46,350	$53,000	$70,000	243
201.10	Director, Conferences	$26,841	$20,708	$23,178	$27,750	$30,072	29
202.00	Chief Health Professions Officer	$72,000		$29,000		$132,018	6
203.00	Director, Library Services	$33,000	$25,000	$29,500	$34,726	$42,820	228
203.10	Circulation Librarian	$21,000	$17,000	$15,357	$23,000	$23,553	98
203.20	Acquisitions Librarian	$22,260	$16,960	$18,000	$21,605	$27,038	84
203.30	Technical Services Librarian	$24,375	$19,600	$20,100	$24,375	$29,185	135
203.40	Public Services Librarian	$22,422	$18,500	$18,616	$22,422	$25,000	69
203.50	Reference Librarian	$23,270	$18,356	$22,700	$23,270	$25,575	135
204.00	Director, Institutional Research	$33,000	$30,820	$28,923	$31,200	$37,500	66
204.10	Associate Director, Institutional Research	$20,248		$19,950	$16,000	$31,164	8
205.00	Director, Educational Media Services	$24,150	$19,500	$20,399	$23,413	$29,000	96
206.00	Director, Learning Resources Center	$25,450	$21,065	$21,897	$28,525	$27,525	71
207.00	Director, International Studies Education	$31,740	$20,708	$25,000	$31,000	$37,500	30
208.00	Director, Computer Center Operations/Academic	$35,581	$23,000	$27,615	$32,900	$43,000	86
208.10	Associate Director, Computer Center Operations/Academic	$31,280	$29,216	$20,380	$25,060	$35,380	37
209.00	Administrator, Grants and Contracts	$35,000	$23,000	$31,310	$29,103	$45,000	37
212.00	Dean, Arts and Letters	$39,920	$20,895	$19,950	$55,578	$50,150	11
213.00	Dean, Arts and Sciences	$55,000	$34,155	$36,315	$43,860	$61,000	45
214.00	Dean, Business	$54,000	$28,353	$34,179	$51,032	$70,300	64
215.00	Dean, Communications	$46,000			$27,741	$56,650	7
216.00	Dean, Continuing Education	$40,530	$27,186	$33,075	$36,403	$52,100	59
217.00	Dean, Dentistry	$85,250			$29,656	$85,250	5
218.00	Dean, Education	$42,000	$30,203	$30,000	$42,000	$55,400	43
219.00	Dean, Engineering	$72,000			$57,800	$85,800	11
221.00	Dean, Extension	$27,469	$25,066	$27,469	$25,000	$65,300	6
222.00	Dean, Fine Arts	$35,475	$22,080	$33,000	$40,000	$47,500	17
223.00	Dean, Graduate Programs	$46,000	$36,038	$38,000	$45,600	$52,900	45
226.00	Dean, Humanities	$33,000	$22,500	$30,193	$34,660	$47,250	26
228.00	Dean, Law	$102,145			$48,000	$105,000	22
230.00	Dean, Mathematics	$32,550	$25,725	$32,500	$32,200	$39,939	9
232.00	Dean, Music	$44,065	$23,900	$31,500	$42,000	$49,762	19
233.00	Dean, Nursing	$41,300	$37,853	$38,300	$41,000	$57,687	38
235.00	Dean, Pharmacy	$71,000				$71,000	5
237.00	Dean, Sciences	$35,200	$27,075	$27,200	$36,051	$46,000	28
238.00	Dean, Social Sciences	$33,000	$27,730	$31,086	$34,660	$39,000	26
240.00	Dean, Special Programs	$31,050	$28,000	$27,000	$30,383	$36,500	12
241.00	Dean, Undergraduate Programs	$42,000	$47,576	$31,500	$42,000		10
ADMINISTRATIVE							
301.00	Chief Business Officer	$49,200	$36,000	$45,000	$51,600	$73,500	220
301.01	Chief Administration Officer	$50,596	$33,400	$42,401	$32,118	$66,300	21
301.02	Chief Financial Officer	$47,000	$25,000	$35,000	$47,612	$63,652	47
301.10	Director, Health and Safety	$23,100		$18,328	$10,220	$23,508	9
301.20	Director, Telecommunications	$32,000	$19,500	$13,388	$28,551	$34,900	28
302.00	Chief Planning Officer	$46,500	$14,000	$35,500	$34,700	$57,240	18
303.00	Chief Budgeting Officer	$44,670	$29,800	$30,051	$42,000	$46,250	29
303.10	Associate Budget Director	$29,750	$22,036	$25,000		$34,350	11
304.00	Chief Planning and Budget Officer	$43,021		$35,300	$43,021	$70,000	7
305.00	General Counsel	$50,000	$31,300		$29,656	$57,411	14
305.10	Associate General Counsel	$31,800	$25,000		$28,551	$45,000	7
306.00	Chief Personnel/Human Resources Officer	$35,000	$24,638	$25,000	$28,600	$41,923	92
306.10	Associate Director, Personnel/Human Resources	$27,000	$17,510	$17,000	$22,000	$27,140	25
306.20	Manager, Benefits	$22,800		$20,400	$18,454	$24,461	25
306.30	Manager, Training and Development	$28,000			$24,500	$28,000	5
306.60	Manager, Employment	$27,000				$27,000	10
306.70	Manager, Wage and Salary/Manager, Compensation	$24,264	$18,938	$15,800		$30,000	10
306.80	Manager, Personnel Information Systems	$21,666		$25,600		$21,666	6
307.00	Director, Affirmative Action/Equal Employment	$40,500			$16,928	$40,500	9
308.00	Director, Personnel and Affirmative Action	$27,963	$24,500	$22,000	$25,500	$32,854	24
309.00	Director, Computer Center	$35,645	$23,000	$26,755	$36,000	$49,725	115
309.10	Associate Director, Computer Center	$25,600	$17,510	$21,665	$28,875	$33,786	42
309.20	Data Base Administrator	$31,500	$21,000	$25,000	$25,200	$36,000	23
309.30	Systems Analyst I (highest level)	$27,998	$13,520	$23,000	$27,015	$35,000	32
309.40	Systems Analyst II (lowest level)	$21,630	$15,264	$17,600	$21,000	$26,504	29
309.50	Programmer Analyst I (highest level)	$25,500	$30,100	$18,700	$22,876	$28,000	64
309.60	Programmer Analyst II (lowest level)	$21,430	$15,000	$15,862	$19,525	$22,547	46
310.00	Director, Computer Center Operations/Administrative	$33,456	$22,000	$27,500	$32,860	$42,616	55
310.10	Associate Director, Computer Center Operations/Administrative	$29,800	$17,510	$20,600	$20,400	$37,002	32
311.00	Director, Information Systems	$40,800		$30,115	$39,379	$53,701	21
312.00	Chief, Physical Plant/Facilities Management Officer	$34,100	$25,730	$29,500	$34,910	$48,250	202
312.10	Associate Director, Physical Plant/Facilities Management	$28,800	$21,000	$24,500	$28,000	$37,212	72
312.20	Manager, Landscape and Grounds	$23,600	$12,646	$17,000	$22,256	$27,250	77
312.30	Manager, Building and Maintenance Trades	$28,182	$23,520	$20,900	$26,083	$32,000	57
312.40	Manager, Technical Trades	$29,000	$14,227		$29,000	$30,200	18
312.50	Manager, Custodial Services	$23,227	$16,275	$18,496	$21,630	$26,250	76
312.60	Manager, Power Plant	$28,282	$14,227	$28,282	$22,464	$30,766	28
313.00	Comptroller	$35,000	$24,800	$27,540	$35,000	$45,990	138
313.10	Manager, Payroll	$20,550	$19,500	$18,000	$19,795	$24,100	73
314.00	Director, Accounting	$27,958	$17,798	$20,050	$28,551	$34,000	76
314.10	Staff Accountant (highest level)	$20,553	$17,510	$17,400	$20,801	$26,600	82
314.20	Staff Accountant (lowest level)	$19,625	$17,091	$15,687	$16,961	$22,000	44
315.00	Bursar	$27,000	$16,000	$19,136	$26,000	$34,800	47
315.10	Associate Bursar	$25,300		$14,000	$22,250	$27,195	13

Table 4

PRIVATE RELIGIOUS INSTITUTIONS BY BUDGET QUARTILE (continued)

POS	TITLE	MED	Q1-MED	Q2-MED	Q3-MED	Q4-MED	CASES
316.00	Director, Purchasing	$28,227	$24,638	$21,632	$27,598	$34,000	80
316.10	Associate Director, Purchasing	$23,262		$12,375	$19,400	$28,370	15
317.00	Director, Bookstore	$20,628	$16,000	$15,530	$22,500	$28,550	145
317.10	Associate Director, Bookstore	$17,890	$14,335	$13,332	$18,523	$23,000	28
318.00	Director, Internal Audit	$36,700			$23,500	$40,100	19
319.00	Director, Auxiliary Services	$33,600	$15,145	$25,200	$39,372	$38,950	33
319.10	Manager, Mail Services	$15,558	$14,196	$13,000	$15,060	$17,996	83
320.00	Director, Campus Security	$23,700	$16,050	$18,100	$22,505	$29,910	126
321.00	Director, Risk Management and Insurance	$35,333			$29,700	$35,333	11
EXTERNAL AFFAIRS							
401.00	Chief Development Officer	$48,000	$37,850	$41,400	$52,350	$60,481	207
401.10	Director, Annual Giving	$29,103	$28,000	$25,240	$27,800	$31,000	126
401.20	Director, Corporate/Foundation Relations	$34,000	$31,533	$32,500	$30,500	$37,080	61
401.30	Coordinator, Resource Development	$23,000	$27,000	$21,500	$22,660	$27,178	43
401.40	Director, Estate Planning	$37,000	$30,000	$22,500	$36,000	$47,064	50
402.00	Chief Public Relations Officer	$29,800	$20,416	$25,000	$30,400	$40,000	142
403.00	Chief Development and Public Relations Officer	$52,770	$29,286	$35,778	$41,000	$70,000	33
404.00	Director, Alumni Affairs	$27,040	$21,146	$23,520	$27,445	$35,800	181
405.00	Director, Development and Alumni Affairs	$34,125	$23,640	$25,200	$34,980	$40,000	21
406.00	Director, Special and Deferred Gifts	$34,066	$28,885	$27,300	$31,500	$40,000	49
407.00	Director, Church Relations	$32,000	$27,500	$26,724	$27,000	$41,250	57
408.00	Director, Community Services	$25,000	$25,000	$22,200	$24,000	$26,600	16
409.00	Director, Publications	$26,000	$20,395	$22,500	$25,400	$30,030	83
409.10	Associate Director, Publications	$20,000	$20,950	$19,500	$16,300	$20,000	23
409.20	Manager, Printing Services	$20,000	$14,560	$15,000	$18,000	$26,600	55
410.00	Director, Information Office	$24,720	$21,530	$20,250	$25,400	$27,500	61
411.00	Director, News Bureau	$26,000	$20,200	$18,500	$23,955	$28,000	39
STUDENT SERVICES							
501.00	Chief Student Affairs Officer	$39,000	$29,055	$34,811	$41,925	$54,000	227
502.00	Director, Admissions	$33,000	$25,116	$31,800	$36,600	$45,000	187
502.10	Associate Director, Admissions	$25,225	$23,400	$20,800	$24,698	$29,150	103
502.20	Assistant Director, Admissions	$20,000	$18,500	$18,500	$21,500	$22,750	116
503.00	Director, Admissions and Registrar	$32,976	$23,598	$23,100	$40,400	$38,050	16
504.00	Registrar	$29,990	$22,242	$27,254	$31,730	$37,100	222
504.10	Associate Registrar	$23,125	$17,040	$19,055	$23,625	$26,443	46
504.20	Assistant Registrar	$19,500	$15,000	$16,791	$19,116	$23,404	79
505.00	Director, Admissions and Financial Aid	$40,000	$24,690	$38,343	$47,700	$51,418	48
506.00	Director, Student Financial Aid	$27,500	$21,800	$23,628	$29,700	$35,421	215
506.10	Associate Director, Student Financial Aid	$21,420	$15,250	$18,000	$19,603	$25,600	102
507.00	Director, Food Services	$30,000	$19,985	$25,480	$31,842	$41,577	56
507.10	Associate Director, Food Services	$23,774	$23,000	$19,760	$22,500	$28,017	27
508.00	Director, Student Housing	$23,000	$17,000	$20,000	$24,000	$30,000	136
508.10	Associate Director, Student Housing	$20,000		$15,960	$20,000	$21,394	36
508.20	Housing Officer/Administrative Operations	$23,050	$20,600		$18,000	$23,400	10
508.30	Housing Officer/Residence Life	$19,000	$13,240	$16,629	$20,000	$25,000	55
510.00	Director, Foreign Students	$27,463	$20,000	$25,000	$20,000	$31,369	33
511.00	Director, Student Union	$27,820	$33,000	$20,500	$23,405	$30,800	48
511.10	Associate Director, Student Union	$22,293		$14,000	$17,000	$24,800	12
512.00	Director, Student Activities	$22,050	$18,000	$18,880	$22,050	$28,000	135
513.00	Director, Student Placement	$25,100	$18,720	$21,252	$26,000	$30,225	148
514.00	Director, Student Counseling	$29,111	$23,250	$23,400	$27,825	$38,051	136
514.10	Associate Director, Student Counseling	$24,776	$18,689	$20,000	$23,000	$29,500	29
515.00	Director, Student Health Services (Physician Administrator)	$26,000	$17,172	$16,800	$20,356	$31,674	30
516.00	Director, Student Health Services (Nurse Administrator)	$20,170	$15,696	$17,802	$20,800	$24,285	136
517.00	Director, Campus Ministries	$26,700	$20,650	$24,990	$26,775	$32,019	149
518.00	Director, Athletics	$34,800	$25,200	$29,500	$36,000	$46,200	172
519.00	Director, Sports Information	$20,800	$18,500	$18,000	$21,000	$22,000	79
520.00	Director, Athletics/Men	$36,200	$18,651	$48,050	$34,350	$44,217	21
521.00	Director, Athletics/Women	$28,000	$17,746	$21,115	$26,309	$34,503	42
522.00	Director, Campus Recreation/Intramurals	$23,700	$14,250	$20,000	$20,987	$25,000	64
523.00	Director, Enrollment Management	$48,000	$35,000	$32,708	$46,600	$59,000	24
524.00	Director, Minority Affairs	$27,820	$17,986	$31,200	$26,050	$31,700	22

Table 5

DOCTORAL LEVEL INSTITUTIONS (CLASS I)

CLASSIFICATION: Doct Ins **SOURCE OF SUPPORT:** Not specified. **FTE-ENROLLMENT RANGE:** Not specified. **1988/1989 BUDGET RANGE:** Not specified. **CASES SELECTED:** 130.

POS	TITLE	MED	20%	40%	60%	80%	CASE
EXECUTIVE							
101.00	Chief Executive Officer, System	$115,000	$108,396	$112,000	$115,000	$126,225	28
101.10	Assistant to the President, System	$64,000	$47,700	$55,695	$64,000	$69,238	23
102.00	Chief Executive Officer, Single Institution	$122,000	$99,750	$115,000	$126,423	$149,551	87
102.10	Assistant to the President, Single Institution	$57,651	$43,260	$52,000	$64,788	$73,000	65
103.00	Executive Vice President	$95,200	$84,800	$92,727	$100,000	$136,500	34
ACADEMIC							
201.00	Chief Academic Officer	$98,004	$85,104	$92,449	$104,000	$118,000	108
201.10	Director, Conferences	$44,030	$33,628	$39,219	$46,929	$51,247	51
202.00	Chief Health Professions Officer	$121,000	$79,012	$104,860	$131,300	$180,000	36
203.00	Director, Library Services	$73,000	$62,995	$69,060	$76,392	$84,460	111
203.10	Circulation Librarian	$31,876	$25,000	$28,850	$32,926	$37,661	86
203.20	Acquisitions Librarian	$36,800	$30,035	$34,395	$37,484	$41,900	93
203.30	Technical Services Librarian	$46,343	$36,717	$43,644	$48,700	$53,800	79
203.40	Public Services Librarian	$47,000	$37,582	$44,209	$48,900	$57,000	67
203.50	Reference Librarian	$37,000	$30,238	$35,065	$38,268	$44,015	91
204.00	Director, Institutional Research	$54,768	$43,500	$52,900	$57,650	$64,000	86
204.10	Associate Director, Institutional Research	$43,048	$36,300	$40,000	$44,199	$52,584	33
205.00	Director, Educational Media Services	$46,900	$39,756	$45,398	$49,853	$56,376	64
206.00	Director, Learning Resources Center	$47,352	$38,443	$43,048	$49,268	$62,488	35
207.00	Director, International Studies Education	$53,004	$39,200	$47,520	$58,025	$69,800	51
208.00	Director, Computer Center Operations/Academic	$66,022	$48,675	$62,300	$69,000	$78,400	75
208.10	Associate Director, Computer Center Operations/Academic	$50,268	$44,730	$48,961	$52,622	$65,892	44
209.00	Administrator, Grants and Contracts	$57,550	$43,404	$53,703	$59,632	$74,436	107
210.00	Dean, Architecture	$80,850	$71,400	$76,400	$84,000	$94,500	41
211.00	Dean, Agriculture	$92,400	$78,384	$87,000	$93,540	$102,100	39
212.00	Dean, Arts and Letters	$85,800	$73,398	$81,723	$92,000	$107,000	16
213.00	Dean, Arts and Sciences	$86,000	$75,627	$81,600	$90,000	$98,884	78
214.00	Dean, Business	$92,703	$78,000	$87,700	$99,600	$116,000	97
215.00	Dean, Communications	$82,360	$67,725	$76,952	$84,000	$93,500	27
216.00	Dean, Continuing Education	$68,600	$55,693	$64,452	$72,000	$78,000	74
217.00	Dean, Dentistry	$105,791	$86,700	$104,000	$107,318	$117,700	25
218.00	Dean, Education	$79,980	$72,021	$75,516	$84,220	$90,100	92
219.00	Dean, Engineering	$94,954	$82,300	$91,000	$102,825	$114,316	84
221.00	Dean, Extension	$82,480	$72,420	$82,017	$84,673	$90,300	20
222.00	Dean, Fine Arts	$76,608	$66,050	$73,958	$80,004	$86,700	37
223.00	Dean, Graduate Programs	$79,996	$66,696	$74,568	$82,960	$95,500	94
224.00	Dean, Health-Related Professions	$79,000	$71,800	$74,671	$80,000	$90,296	29
225.00	Dean, Home Economics	$76,800	$67,000	$74,500	$81,300	$88,680	26
226.00	Dean, Humanities	$87,400	$72,600	$79,162	$89,600	$93,300	19
228.00	Dean, Law	$109,512	$88,560	$100,500	$115,211	$122,500	63
229.00	Dean, Library and Information Sciences	$73,500	$63,700	$70,200	$75,500	$89,068	27
230.00	Dean, Mathematics	$85,583	$61,400	$85,000	$85,583	$107,030	7
231.00	Dean, Medicine	$158,220	$114,700	$150,192	$163,700	$196,131	41
232.00	Dean, Music	$82,000	$63,098	$74,050	$87,000	$94,925	20
233.00	Dean, Nursing	$80,000	$68,802	$77,508	$82,500	$92,160	53
234.00	Dean, Occupational Studies/Vocational Education/Technology	$72,605	$66,345	$68,940	$73,000	$79,240	10
235.00	Dean, Pharmacy	$90,000	$75,504	$88,894	$92,300	$97,122	29
236.00	Dean, Public Health	$117,300	$102,692	$116,630	$117,300	$127,500	9
237.00	Dean, Sciences	$94,428	$78,396	$90,804	$96,076	$103,950	28
238.00	Dean, Social Sciences	$91,600	$77,226	$86,448	$94,000	$100,000	23
239.00	Dean, Social Work	$80,250	$68,000	$78,500	$83,345	$87,900	36
240.00	Dean, Special Programs	$67,355	$40,875	$60,986	$67,355	$78,344	7
241.00	Dean, Undergraduate Programs	$70,000	$54,450	$65,000	$75,000	$78,400	21
242.00	Dean, Veterinary Medicine	$93,720	$81,692	$90,000	$96,525	$114,110	21
ADMINISTRATIVE							
301.00	Chief Business Officer	$87,700	$75,504	$86,000	$91,250	$103,300	94
301.01	Chief Administration Officer	$81,113	$71,449	$76,608	$83,910	$96,867	24
301.02	Chief Financial Officer	$76,751	$61,975	$71,000	$84,400	$100,000	34
301.10	Director, Health and Safety	$49,635	$37,176	$45,648	$52,500	$62,500	75
301.20	Director, Telecommunications	$49,400	$38,916	$47,203	$52,500	$61,960	89
302.00	Chief Planning Officer	$62,000	$54,000	$61,000	$72,786	$82,475	24
303.00	Chief Budgeting Officer	$56,320	$48,573	$54,498	$60,960	$70,000	78
303.10	Associate Budget Director	$46,000	$39,600	$45,000	$50,613	$57,772	50
304.00	Chief Planning and Budget Officer	$74,381	$62,402	$69,000	$78,000	$90,000	28
305.00	General Counsel	$72,391	$60,000	$69,230	$74,600	$84,450	72
305.10	Associate General Counsel	$48,833	$40,000	$43,800	$54,148	$58,712	44
306.00	Chief Personnel/Human Resources Officer	$61,100	$48,216	$56,023	$63,989	$75,923	111
306.10	Associate Director, Personnel/Human Resources	$44,194	$34,075	$41,700	$45,400	$52,999	64
306.20	Manager, Benefits	$37,284	$30,192	$35,000	$40,437	$46,100	86
306.30	Manager, Training and Development	$35,368	$29,263	$33,984	$39,000	$44,000	59
306.40	Manager, Employee Relations	$37,355	$30,300	$34,800	$40,000	$46,800	36
306.50	Manager, Labor Relations	$43,100	$39,600	$41,628	$47,652	$55,474	30
306.60	Manager, Employment	$34,100	$28,000	$31,884	$37,000	$42,000	86
306.70	Manager, Wage and Salary/Manager, Compensation	$35,443	$30,031	$33,700	$38,000	$44,152	71
306.80	Manager, Personnel Information Systems	$37,000	$27,710	$35,500	$40,123	$46,209	49
307.00	Director, Affirmative Action/Equal Employment	$48,000	$40,000	$46,156	$51,000	$64,085	90
307.10	Associate Director, Affirmative Action/Equal Employment	$32,549	$27,371	$31,335	$36,100	$41,390	34
308.00	Director, Personnel and Affirmative Action	$55,000	$30,830	$43,100	$55,000	$79,000	5
309.00	Director, Computer Center	$67,100	$58,200	$64,673	$71,500	$79,000	81
309.10	Associate Director, Computer Center	$56,070	$49,608	$53,335	$57,100	$66,850	40
309.20	Data Base Administrator	$43,000	$37,380	$41,733	$46,000	$49,058	56
309.30	Systems Analyst I (highest level)	$37,796	$33,147	$36,061	$38,790	$41,743	83
309.40	Systems Analyst II (lowest level)	$29,004	$25,467	$27,943	$30,322	$33,053	74
309.50	Programmer Analyst I (highest level)	$31,838	$27,033	$30,302	$33,675	$37,577	99
309.60	Programmer Analyst II (lowest level)	$24,600	$21,816	$24,000	$25,600	$28,486	90
310.00	Director, Computer Center Operations/Administrative	$59,000	$50,474	$54,125	$60,883	$74,400	59
310.10	Associate Director, Computer Center Operations/Administrative	$50,940	$42,280	$49,074	$54,442	$57,984	39
311.00	Director, Information Systems	$61,000	$49,762	$55,000	$70,000	$83,500	44
312.00	Chief, Physical Plant/Facilities Management Officer	$64,175	$55,800	$61,614	$68,700	$76,799	116

Table 5

DOCTORAL LEVEL INSTITUTIONS (CLASS I) (continued)

POS	TITLE	MED	20%	40%	60%	80%	CASE
312.10	Associate Director, Physical Plant/Facilities Management	$51,000	$43,500	$48,900	$52,428	$59,996	79
312.20	Manager, Landscape and Grounds	$35,408	$28,500	$33,425	$37,500	$42,021	98
312.30	Manager, Building and Maintenance Trades	$39,100	$33,600	$36,336	$40,907	$46,000	91
312.40	Manager, Technical Trades	$36,600	$32,355	$35,900	$39,800	$45,000	54
312.50	Manager, Custodial Services	$34,596	$29,424	$33,544	$35,368	$41,000	94
312.60	Manager, Power Plant	$39,544	$32,355	$37,778	$41,840	$46,500	83
313.00	Comptroller	$66,000	$52,394	$60,700	$69,000	$75,700	100
313.10	Manager, Payroll	$37,500	$29,468	$34 350	$39,840	$46,144	113
314.00	Director, Accounting	$47,100	$38,892	$44,900	$48,500	$56,833	85
314.10	Staff Accountant (highest level)	$29,444	$24,926	$28,068	$30,359	$34,264	86
314.20	Staff Accountant (lowest level)	$22,250	$19,500	$21,500	$22,733	$25,620	87
315.00	Bursar	$42,000	$34,720	$39,276	$44,400	$51,510	74
315.10	Associate Bursar	$35,150	$28,125	$32,000	$36,750	$39,960	35
316.00	Director, Purchasing	$46,550	$38,350	$44,500	$50,250	$56,251	112
316.10	Associate Director, Purchasing	$39,300	$31,464	$36,587	$40,750	$47,003	60
317.00	Director, Bookstore	$42,851	$36,648	$40,560	$44,160	$49,000	80
317.10	Associate Director, Bookstore	$29,589	$24,773	$28,740	$32,063	$37,690	36
318.00	Director, Internal Audit	$52,860	$41,870	$47,458	$54,397	$61,000	92
319.00	Director, Auxiliary Services	$57,000	$48,740	$54,500	$60,000	$67,600	62
319.10	Manager, Mail Services	$27,036	$22,704	$25,444	$28,999	$32,000	90
320.00	Director, Campus Security	$45,208	$39,037	$43,500	$49,508	$58,250	117
321.00	Director, Risk Management and Insurance	$48,120	$41,340	$46,000	$49,804	$58,640	60
322.00	Administrator, Hospital Medical Center	$122,000	$76,441	$111,200	$123,596	$160,500	24
322.10	Director, Medical Center Public Relations/Affairs	$49,000	$40,050	$46,738	$50,520	$67,501	29
322.20	Director, Medical Center Personnel	$55,100	$40,315	$50,532	$60,700	$65,000	15
EXTERNAL AFFAIRS							
401.00	Chief Development Officer	$76,962	$64,500	$73,716	$80,639	$93,600	85
401.10	Director, Annual Giving	$42,101	$32,100	$37,100	$44,250	$53,395	66
401.20	Director, Corporate/Foundation Relations	$49,381	$38,348	$45,458	$52,950	$63,900	63
401.30	Coordinator, Resource Development	$31,600	$24,388	$30,900	$34,300	$40,000	37
401.40	Director, Estate Planning	$53,166	$42,015	$47,500	$55,381	$58,264	39
402.00	Chief Public Relations Officer	$60,000	$49,630	$57,000	$69,850	$80,560	80
402.10	Director, Governmental/Legislative Relations	$62,786	$48,904	$58,418	$67,600	$74,750	43
403.00	Chief Development and Public Relations Officer	$88,541	$75,000	$84,893	$93,300	$106,000	30
404.00	Director, Alumni Affairs	$50,000	$37,500	$46,000	$53,000	$64,000	97
405.00	Director, Development and Alumni Affairs	$62,616	$48,700	$60,000	$65,000	$70,000	17
406.00	Director, Special and Deferred Gifts	$52,500	$42,015	$48,795	$54,000	$66,000	31
408.00	Director, Community Services	$45,050	$33,264	$41,150	$51,399	$66,000	20
409.00	Director, Publications	$41,695	$35,368	$39,936	$44,500	$53,016	85
409.10	Associate Director, Publications	$32,120	$27,996	$29,847	$32,854	$34,192	23
409.20	Manager, Printing Services	$36,587	$30,617	$35,231	$38,010	$44,860	85
410.00	Director, Information Office	$49,850	$41,450	$46,374	$52,000	$58,600	59
411.00	Director, News Bureau	$36,414	$31,590	$35,543	$38,000	$47,458	52
STUDENT SERVICES							
501.00	Chief Student Affairs Officer	$75,000	$64,228	$71,478	$80,000	$89,000	112
502.00	Director, Admissions	$55,650	$46,085	$52,701	$57,600	$64,000	104
502.10	Associate Director, Admissions	$36,870	$32,292	$35,304	$38,500	$43,000	92
502.20	Assistant Director, Admissions	$28,600	$23,647	$25,920	$29,291	$33,807	73
503.00	Director, Admissions and Registrar	$60,753	$55,900	$58,832	$61,116	$76,460	22
504.00	Registrar	$51,600	$43,000	$48,000	$54,001	$60,000	111
504.10	Associate Registrar	$37,600	$30,866	$34,655	$39,900	$44,950	72
504.20	Assistant Registrar	$28,461	$25,000	$27,517	$29,700	$34,923	75
505.00	Director, Admissions and Financial Aid	$70,000	$50,000	$66,300	$71,400	$77,000	10
506.00	Director, Student Financial Aid	$48,908	$41,900	$47,182	$50,250	$56,750	122
506.10	Associate Director, Student Financial Aid	$34,400	$29,350	$32,785	$35,870	$39,730	94
507.00	Director, Food Services	$48,000	$39,000	$45,648	$49,224	$57,794	64
507.10	Associate Director, Food Services	$37,453	$31,008	$35,688	$40,000	$45,688	38
508.00	Director, Student Housing	$49,000	$39,347	$46,000	$51,734	$59,125	92
508.10	Associate Director, Student Housing	$38,757	$29,640	$35,000	$39,500	$44,004	55
508.20	Housing Officer/Administrative Operations	$35,500	$27,272	$34,596	$36,556	$42,000	49
508.30	Housing Officer/Residence Life	$34,500	$25,903	$32,081	$35,658	$41,484	55
508.40	Housing Officer/Family Housing	$31,350	$26,642	$29,500	$32,792	$42,108	32
509.00	Director, Housing and Food Service	$65,000	$50,000	$58,188	$65,688	$73,000	21
510.00	Director, Foreign Students	$38,000	$31,350	$35,716	$39,638	$45,450	69
511.00	Director, Student Union	$45,972	$38,011	$43,320	$47,996	$54,103	86
511.10	Associate Director, Student Union	$35,196	$28,900	$33,803	$37,680	$42,000	43
511.20	Student Union Business Manager	$31,500	$26,030	$30,372	$32,454	$38,076	40
512.00	Director, Student Activities	$39,510	$33,309	$37,558	$41,480	$49,550	83
513.00	Director, Student Placement	$43,900	$38,325	$43,000	$47,400	$52,729	108
514.00	Director, Student Counseling	$49,655	$41,000	$47,484	$53,000	$57,000	99
514.10	Associate Director, Student Counseling	$39,544	$33,000	$38,400	$41,000	$45,279	42
515.00	Director, Student Health Services (Physician Administrator)	$77,000	$64,812	$72,800	$80,355	$89,031	92
516.00	Director, Student Health Services (Nurse Administrator)	$35,368	$30,614	$33,620	$36,033	$39,000	43
517.00	Director, Campus Ministries	$45,000	$32,019	$37,867	$46,000	$52,500	23
518.00	Director, Athletics	$74,500	$57,800	$70,000	$79,492	$91,000	107
519.00	Director, Sports Information	$31,929	$24,624	$29,844	$34,596	$41,289	97
520.00	Director, Athletics/Men	$51,700	$46,900	$50,852	$56,000	$64,363	14
521.00	Director, Athletics/Women	$45,531	$36,000	$44,919	$47,313	$50,548	34
522.00	Director, Campus Recreation/Intramurals	$40,296	$29,385	$36,404	$42,491	$46,483	83
523.00	Director, Enrollment Management	$47,322	$41,378	$44,500	$55,500	$62,463	13
524.00	Director, Minority Affairs	$39,150	$29,300	$36,750	$41,700	$48,800	43

Table 6

COMPREHENSIVE INSTITUTIONS (CLASS IIA)

CLASSIFICATION: Comp Ins **SOURCE OF SUPPORT:** Not specified. **FTE-ENROLLMENT RANGE:** Not specified. **1988/1989 BUDGET RANGE:** Not specified. **CASES SELECTED:** 288.

POS	TITLE	MED	20%	40%	60%	80%	CASE
EXECUTIVE							
101.00	Chief Executive Officer, System	$98,495	$72,500	$91,725	$100,000	$128,532	15
101.10	Assistant to the President, System	$63,880	$40,249	$51,844	$64,000	$66,000	11
102.00	Chief Executive Officer, Single Institution	$90,000	$76,633	$85,860	$95,000	$110,000	261
102.10	Assistant to the President, Single Institution	$44,380	$31,500	$41,000	$50,000	$60,500	146
103.00	Executive Vice President	$70,000	$57,000	$68,000	$76,000	$87,740	52
ACADEMIC							
201.00	Chief Academic Officer	$73,000	$62,000	$70,000	$75,600	$84,300	267
201.10	Director, Conferences	$36,000	$28,041	$34,000	$38,251	$45,263	69
202.00	Chief Health Professions Officer	$56,004	$34,500	$48,979	$59,900	$84,655	14
203.00	Director, Library Services	$49,045	$39,473	$47,000	$52,000	$58,500	264
203.10	Circulation Librarian	$26,515	$21,125	$25,000	$28,650	$32,934	166
203.20	Acquisitions Librarian	$29,480	$24,276	$27,060	$31,045	$35,706	162
203.30	Technical Services Librarian	$31,323	$25,132	$29,484	$33,436	$38,777	184
203.40	Public Services Librarian	$32,485	$24,600	$30,659	$34,410	$40,738	120
203.50	Reference Librarian	$28,600	$22,200	$27,145	$30,667	$34,427	210
204.00	Director, Institutional Research	$45,000	$34,700	$41,840	$48,000	$54,945	147
204.10	Associate Director, Institutional Research	$35,804	$25,500	$33,800	$36,600	$39,732	40
205.00	Director, Educational Media Services	$34,537	$25,000	$31,352	$38,064	$44,464	134
206.00	Director, Learning Resources Center	$38,124	$27,560	$35,634	$41,808	$52,578	87
207.00	Director, International Studies Education	$42,600	$31,069	$38,562	$45,000	$52,968	58
208.00	Director, Computer Center Operations/Academic	$43,892	$35,000	$40,950	$46,249	$52,300	108
208.10	Associate Director, Computer Center Operations/Academic	$37,800	$30,804	$36,035	$39,700	$48,150	54
209.00	Administrator, Grants and Contracts	$40,000	$30,000	$36,000	$44,544	$53,000	136
211.00	Dean, Agriculture	$62,772	$50,784	$59,488	$64,160	$69,000	11
212.00	Dean, Arts and Letters	$62,520	$51,256	$57,500	$65,000	$69,470	45
213.00	Dean, Arts and Sciences	$64,094	$54,300	$60,300	$65,520	$72,500	133
214.00	Dean, Business	$68,760	$59,847	$66,414	$71,376	$80,000	186
215.00	Dean, Communications	$56,578	$46,470	$55,000	$58,500	$66,450	14
216.00	Dean, Continuing Education	$52,950	$42,600	$50,126	$55,968	$62,684	134
217.00	Dean, Dentistry	$104,305	$68,460	$81,540	$104,532	$109,790	6
218.00	Dean, Education	$61,300	$51,848	$59,005	$63,400	$68,160	155
219.00	Dean, Engineering	$76,080	$64,700	$75,000	$80,800	$92,400	65
221.00	Dean, Extension	$56,350	$42,860	$52,000	$62,922	$70,000	21
222.00	Dean, Fine Arts	$60,000	$50,883	$54,300	$62,280	$65,000	50
223.00	Dean, Graduate Programs	$59,580	$49,000	$54,750	$61,731	$70,000	160
224.00	Dean, Health-Related Professions	$63,799	$57,429	$62,800	$65,237	$73,900	47
225.00	Dean, Home Economics	$49,136	$29,200	$31,859	$52,300	$56,125	8
226.00	Dean, Humanities	$57,000	$42,183	$55,000	$63,750	$69,700	30
228.00	Dean, Law	$99,000	$82,436	$93,000	$103,000	$115,000	36
229.00	Dean, Library and Information Sciences	$53,776	$48,638	$52,238	$57,100	$60,511	16
230.00	Dean, Mathematics	$50,300	$41,500	$49,000	$57,740	$60,193	18
231.00	Dean, Medicine	$113,000	$99,216	$104,500	$113,000	$147,000	9
232.00	Dean, Music	$57,000	$44,065	$50,000	$60,000	$68,581	21
233.00	Dean, Nursing	$59,500	$44,944	$57,200	$62,051	$68,380	77
234.00	Dean, Occupational Studies/Vocational Education/Technology	$56,327	$50,000	$54,696	$60,000	$64,859	28
235.00	Dean, Pharmacy	$69,000	$63,000	$65,000	$69,365	$74,000	13
237.00	Dean, Sciences	$62,370	$52,380	$59,368	$65,237	$76,076	61
238.00	Dean, Social Sciences	$63,347	$48,820	$59,244	$63,703	$68,000	27
239.00	Dean, Social Work	$61,454	$44,003	$59,700	$63,525	$65,900	16
240.00	Dean, Special Programs	$49,613	$32,865	$42,600	$60,580	$65,534	17
241.00	Dean, Undergraduate Programs	$52,356	$42,000	$48,500	$58,925	$67,400	32
ADMINISTRATIVE							
301.00	Chief Business Officer	$68,500	$56,000	$65,399	$71,376	$81,000	235
301.01	Chief Administration Officer	$66,976	$55,008	$64,821	$69,215	$79,248	52
301.02	Chief Financial Officer	$57,165	$45,792	$52,600	$60,648	$74,830	79
301.10	Director, Health and Safety	$34,200	$28,310	$32,550	$35,000	$41,387	53
301.20	Director, Telecommunications	$36,000	$29,028	$33,700	$38,420	$45,252	96
302.00	Chief Planning Officer	$52,759	$45,000	$50,844	$58,070	$65,300	50
303.00	Chief Budgeting Officer	$45,280	$37,721	$43,626	$49,092	$57,450	122
303.10	Associate Budget Director	$35,700	$27,000	$34,284	$39,350	$46,007	48
304.00	Chief Planning and Budget Officer	$53,721	$41,000	$48,948	$58,318	$66,408	21
305.00	General Counsel	$58,000	$46,600	$53,500	$59,904	$68,135	47
305.10	Associate General Counsel	$45,045	$39,000	$41,800	$50,000	$56,530	13
306.00	Chief Personnel/Human Resources Officer	$44,321	$35,000	$41,942	$47,000	$54,236	203
306.10	Associate Director, Personnel/Human Resources	$32,765	$27,650	$31,220	$35,916	$43,600	98
306.20	Manager, Benefits	$26,491	$21,847	$24,103	$27,675	$32,550	106
306.30	Manager, Training and Development	$29,400	$22,800	$27,408	$30,193	$33,939	34
306.40	Manager, Employee Relations	$32,355	$18,804	$26,000	$32,545	$41,800	15
306.50	Manager, Labor Relations	$48,600	$37,000	$42,504	$50,562	$54,600	8
306.60	Manager, Employment	$26,000	$22,000	$24,243	$26,652	$29,982	68
306.70	Manager, Wage and Salary/Manager, Compensation	$28,260	$22,422	$25,700	$30,345	$34,704	48
306.80	Manager, Personnel Information Systems	$25,132	$21,666	$23,000	$27,085	$32,670	20
307.00	Director, Affirmative Action/Equal Employment	$39,492	$32,273	$36,430	$42,000	$47,770	106
307.10	Associate Director, Affirmative Action/Equal Employment	$30,221	$23,976	$28,920	$31,738	$36,000	11
308.00	Director, Personnel and Affirmative Action	$38,600	$32,000	$36,750	$40,687	$45,792	39
309.00	Director, Computer Center	$52,140	$43,201	$49,350	$54,577	$60,200	171
309.10	Associate Director, Computer Center	$40,446	$33,000	$37,800	$44,000	$48,200	69
309.20	Data Base Administrator	$36,070	$28,200	$33,919	$38,397	$47,340	64
309.30	Systems Analyst I (highest level)	$35,484	$29,160	$33,062	$37,825	$40,895	112
309.40	Systems Analyst II (lowest level)	$26,623	$22,500	$25,460	$29,042	$32,859	92
309.50	Programmer Analyst I (highest level)	$28,870	$24,610	$28,000	$30,949	$36,072	151
309.60	Programmer Analyst II (lowest level)	$23,823	$19,105	$22,501	$25,600	$28,555	129
310.00	Director, Computer Center Operations/Administrative	$44,500	$34,600	$40,500	$47,950	$54,504	85
310.10	Associate Director, Computer Center Operations/Administrative	$40,950	$33,100	$37,627	$42,000	$47,000	44
311.00	Director, Information Systems	$49,500	$39,100	$44,200	$53,560	$65,800	58
312.00	Chief, Physical Plant/Facilities Management Officer	$47,615	$39,336	$45,000	$50,177	$55,500	257
312.10	Associate Director, Physical Plant/Facilities Management	$36,300	$29,325	$34,565	$39,000	$45,000	135
312.20	Manager, Landscape and Grounds	$27,500	$22,222	$25,458	$29,357	$33,855	157
312.30	Manager, Building and Maintenance Trades	$30,000	$25,300	$28,527	$32,199	$37,368	134

Table 6

COMPREHENSIVE INSTITUTIONS (CLASS IIA) (continued)

POS	TITLE	MED	20%	40%	60%	80%	CASE
312.40	Manager, Technical Trades	$31,500	$27,181	$29,842	$33,700	$38,386	49
312.50	Manager, Custodial Services	$27,700	$23,000	$26,080	$29,278	$33,000	162
312.60	Manager, Power Plant	$34,000	$27,259	$31,587	$36,024	$40,722	92
313.00	Comptroller	$47,200	$37,875	$44,000	$49,872	$55,500	183
313.10	Manager, Payroll	$27,474	$21,352	$26,000	$28,830	$32,657	169
314.00	Director, Accounting	$35,516	$28,800	$33,840	$38,350	$44,712	139
314.10	Staff Accountant (highest level)	$27,000	$22,500	$25,400	$29,388	$34,020	148
314.20	Staff Accountant (lowest level)	$21,760	$18,069	$20,730	$22,625	$25,440	110
315.00	Bursar	$32,500	$26,851	$31,020	$35,000	$39,769	114
315.10	Associate Bursar	$24,538	$21,240	$23,500	$26,500	$30,936	29
316.00	Director, Purchasing	$33,897	$27,500	$32,000	$36,336	$41,500	212
316.10	Associate Director, Purchasing	$28,370	$21,831	$25,131	$29,369	$35,084	62
317.00	Director, Bookstore	$29,800	$22,810	$28,120	$31,791	$37,344	162
317.10	Associate Director, Bookstore	$22,470	$17,890	$21,000	$23,374	$29,107	40
318.00	Director, Internal Audit	$36,792	$31,262	$34,740	$38,566	$44,552	94
319.00	Director, Auxiliary Services	$41,900	$33,500	$40,000	$45,154	$50,972	94
319.10	Manager, Mail Services	$20,845	$16,440	$19,800	$21,996	$25,584	133
320.00	Director, Campus Security	$33,926	$26,690	$31,620	$36,500	$42,500	231
321.00	Director, Risk Management and Insurance	$36,500	$31,798	$34,023	$37,700	$42,572	29
EXTERNAL AFFAIRS							
401.00	Chief Development Officer	$60,000	$47,530	$56,530	$63,915	$73,652	189
401.10	Director, Annual Giving	$33,516	$27,300	$31,350	$35,700	$42,500	128
401.20	Director, Corporate/Foundation Relations	$38,500	$30,800	$35,000	$43,000	$48,000	81
401.30	Coordinator, Resource Development	$26,361	$19,320	$24,500	$28,350	$37,500	57
401.40	Director, Estate Planning	$39,000	$31,695	$36,981	$41,500	$49,900	36
402.00	Chief Public Relations Officer	$42,462	$32,900	$38,967	$45,141	$54,060	154
402.10	Director, Governmental/Legislative Relations	$54,478	$41,431	$52,500	$59,393	$64,450	36
403.00	Chief Development and Public Relations Officer	$63,587	$51,911	$60,516	$68,000	$76,500	58
404.00	Director, Alumni Affairs	$32,796	$26,495	$31,000	$35,000	$41,830	220
405.00	Director, Development and Alumni Affairs	$42,935	$38,000	$42,350	$46,260	$53,000	32
406.00	Director, Special and Deferred Gifts	$43,000	$31,000	$37,900	$43,320	$49,946	37
407.00	Director, Church Relations	$37,637	$24,900	$33,188	$40,000	$43,000	15
408.00	Director, Community Services	$36,000	$30,000	$34,200	$40,500	$47,859	25
409.00	Director, Publications	$32,000	$25,500	$30,600	$33,228	$37,800	128
409.10	Associate Director, Publications	$26,110	$20,000	$24,955	$27,560	$32,667	39
409.20	Manager, Printing Services	$28,075	$23,500	$26,615	$29,595	$32,912	133
410.00	Director, Information Office	$33,600	$25,900	$31,500	$36,250	$43,632	105
411.00	Director, News Bureau	$28,000	$24,000	$27,000	$30,674	$35,150	84
STUDENT SERVICES							
501.00	Chief Student Affairs Officer	$59,076	$46,350	$54,548	$61,693	$68,900	268
502.00	Director, Admissions	$43,299	$33,728	$40,000	$45,740	$51,400	213
502.10	Associate Director, Admissions	$30,800	$25,000	$29,000	$32,000	$37,247	146
502.20	Assistant Director, Admissions	$24,300	$20,500	$22,973	$25,250	$30,350	142
503.00	Director, Admissions and Registrar	$48,654	$40,000	$45,255	$50,076	$55,392	35
504.00	Registrar	$38,640	$31,800	$36,275	$42,710	$49,045	250
504.10	Associate Registrar	$30,597	$25,676	$28,992	$34,501	$38,723	107
504.20	Assistant Registrar	$25,500	$20,140	$24,043	$26,600	$28,858	123
505.00	Director, Admissions and Financial Aid	$49,104	$38,128	$48,500	$51,200	$61,793	34
506.00	Director, Student Financial Aid	$38,208	$31,518	$36,050	$40,000	$45,016	261
506.10	Associate Director, Student Financial Aid	$26,700	$22,500	$25,550	$28,323	$31,978	170
507.00	Director, Food Services	$35,300	$30,099	$33,300	$37,275	$42,494	73
507.10	Associate Director, Food Services	$29,400	$21,630	$26,964	$30,752	$35,000	37
508.00	Director, Student Housing	$33,500	$27,192	$32,000	$35,776	$41,080	186
508.10	Associate Director, Student Housing	$25,850	$21,165	$24,386	$28,917	$33,955	78
508.20	Housing Officer/Administrative Operations	$25,850	$20,000	$24,792	$28,091	$33,386	38
508.30	Housing Officer/Residence Life	$25,000	$18,000	$23,276	$27,219	$34,685	77
508.40	Housing Officer/Family Housing	$30,670	$21,440	$28,092	$30,916	$33,267	11
509.00	Director, Housing and Food Service	$47,300	$40,122	$45,860	$48,500	$54,300	11
510.00	Director, Foreign Students	$28,896	$24,600	$27,252	$31,369	$38,340	83
511.00	Director, Student Union	$36,936	$30,091	$34,932	$38,858	$44,510	125
511.10	Associate Director, Student Union	$28,851	$22,720	$26,334	$30,073	$34,240	57
511.20	Student Union Business Manager	$28,188	$22,840	$26,450	$28,768	$30,910	25
512.00	Director, Student Activities	$31,229	$23,400	$29,288	$33,000	$39,474	169
513.00	Director, Student Placement	$35,060	$27,856	$32,864	$37,322	$44,150	226
514.00	Director, Student Counseling	$39,000	$32,532	$36,500	$42,082	$47,590	199
514.10	Associate Director, Student Counseling	$29,423	$24,150	$26,328	$31,416	$37,300	50
515.00	Director, Student Health Services (Physician Administrator)	$60,000	$31,674	$56,165	$64,418	$74,686	87
516.00	Director, Student Health Services (Nurse Administrator)	$28,044	$22,280	$26,413	$29,184	$33,000	138
517.00	Director, Campus Ministries	$29,306	$22,000	$27,216	$32,000	$40,000	60
518.00	Director, Athletics	$50,685	$41,268	$47,900	$52,815	$60,330	221
519.00	Director, Sports Information	$25,157	$21,000	$23,980	$27,012	$31,455	181
520.00	Director, Athletics/Men	$44,414	$35,159	$41,050	$47,171	$51,667	30
521.00	Director, Athletics/Women	$34,000	$26,208	$31,000	$36,000	$42,000	61
522.00	Director, Campus Recreation/Intramurals	$28,632	$22,100	$26,378	$31,178	$36,227	134
523.00	Director, Enrollment Management	$53,000	$41,560	$51,363	$56,760	$61,215	36
524.00	Director, Minority Affairs	$31,000	$24,000	$28,000	$33,979	$41,915	55

Table 7

GENERAL BACCALAUREATE INSTITUTIONS (CLASS IIB)

CLASSIFICATION: Gen Bac Ins **SOURCE OF SUPPORT:** Not specified. **FTE-ENROLLMENT RANGE:** Not specified. **1988/1989 BUDGET RANGE:** Not specified. **CASES SELECTED:** 388.

POS	TITLE	MED	20%	40%	60%	80%	CASE
EXECUTIVE							
101.00	Chief Executive Officer, System	$84,000	$60,900	$70,776	$84,000	$108,000	5
102.00	Chief Executive Officer, Single Institution	$79,500	$61,215	$74,400	$84,450	$99,600	373
102.10	Assistant to the President, Single Institution	$35,124	$25,836	$33,300	$40,000	$51,000	164
103.00	Executive Vice President	$58,092	$47,500	$54,127	$60,320	$71,500	56
ACADEMIC							
201.00	Chief Academic Officer	$56,400	$44,926	$52,500	$60,900	$68,906	369
201.10	Director, Conferences	$26,780	$21,500	$26,068	$28,778	$35,000	54
202.00	Chief Health Professions Officer	$30,000	$18,918	$29,000	$50,224	$53,000	6
203.00	Director, Library Services	$34,000	$27,800	$32,000	$37,155	$44,000	346
203.10	Circulation Librarian	$20,950	$15,357	$18,800	$23,025	$27,000	131
203.20	Acquisitions Librarian	$24,843	$17,500	$22,627	$27,600	$31,100	121
203.30	Technical Services Librarian	$24,600	$19,469	$22,350	$26,900	$30,700	203
203.40	Public Services Librarian	$25,200	$20,000	$23,188	$27,153	$30,970	109
203.50	Reference Librarian	$24,548	$20,000	$22,800	$25,224	$28,900	203
204.00	Director, Institutional Research	$35,009	$28,600	$33,000	$37,400	$42,100	109
204.10	Associate Director, Institutional Research	$20,150	$17,000	$19,950	$20,248	$24,500	13
205.00	Director, Educational Media Services	$24,500	$19,209	$23,280	$26,000	$31,350	143
206.00	Director, Learning Resources Center	$27,000	$21,240	$25,222	$28,119	$32,709	106
207.00	Director, International Studies Education	$32,385	$25,000	$30,124	$35,059	$44,032	35
208.00	Director, Computer Center Operations/Academic	$36,333	$26,467	$32,460	$38,440	$44,304	124
208.10	Associate Director, Computer Center Operations/Academic	$26,950	$22,000	$25,060	$29,216	$34,013	54
209.00	Administrator, Grants and Contracts	$29,500	$22,000	$25,951	$30,500	$40,934	48
211.00	Dean, Agriculture	$51,000	$35,310	$49,500	$51,000	$67,600	5
212.00	Dean, Arts and Letters	$41,400	$27,500	$39,920	$44,100	$48,167	15
213.00	Dean, Arts and Sciences	$51,510	$40,000	$49,000	$55,250	$61,290	55
214.00	Dean, Business	$48,167	$34,860	$45,000	$50,700	$61,600	100
215.00	Dean, Communications	$34,538	$28,667	$34,350	$34,538	$37,650	9
216.00	Dean, Continuing Education	$37,450	$29,000	$35,000	$40,700	$46,680	101
218.00	Dean, Education	$41,350	$31,814	$38,556	$45,000	$51,392	80
219.00	Dean, Engineering	$48,720	$34,660	$43,884	$53,046	$57,000	15
221.00	Dean, Extension	$27,810	$27,469	$27,800	$28,000	$37,000	8
222.00	Dean, Fine Arts	$41,300	$33,795	$38,000	$42,915	$50,665	36
223.00	Dean, Graduate Programs	$42,000	$34,353	$40,000	$45,000	$49,650	55
224.00	Dean, Health-Related Professions	$45,266	$32,538	$40,840	$45,616	$55,600	14
226.00	Dean, Humanities	$36,337	$30,000	$34,660	$39,000	$45,000	48
227.00	Dean, Instruction	$48,000	$37,000	$41,047	$48,000	$52,000	7
228.00	Dean, Law	$71,821	$41,486	$60,000	$76,452	$100,000	10
230.00	Dean, Mathematics	$37,800	$32,200	$36,165	$39,939	$50,406	21
232.00	Dean, Music	$38,900	$24,610	$34,660	$41,675	$49,762	21
233.00	Dean, Nursing	$40,800	$35,496	$38,700	$45,609	$51,000	43
234.00	Dean, Occupational Studies/Vocational Education/Technology	$50,700	$42,550	$50,485	$51,500	$55,116	14
237.00	Dean, Sciences	$41,721	$30,185	$36,051	$46,175	$51,700	56
238.00	Dean, Social Sciences	$37,561	$29,500	$33,639	$40,320	$48,807	51
239.00	Dean, Social Work	$36,441	$31,460	$35,000	$36,441	$41,225	5
240.00	Dean, Special Programs	$40,000	$30,656	$35,190	$40,800	$46,124	17
241.00	Dean, Undergraduate Programs	$44,000	$33,200	$42,851	$44,718	$53,326	19
ADMINISTRATIVE							
301.00	Chief Business Officer	$53,000	$41,200	$49,500	$57,050	$66,603	329
301.01	Chief Administration Officer	$47,547	$37,500	$45,000	$49,714	$58,500	29
301.02	Chief Financial Officer	$46,642	$36,000	$42,000	$50,500	$60,819	65
301.10	Director, Health and Safety	$25,000	$21,470	$23,000	$25,650	$29,000	13
301.20	Director, Telecommunications	$23,412	$18,810	$21,905	$24,900	$29,500	28
302.00	Chief Planning Officer	$48,828	$35,000	$42,800	$50,962	$59,250	33
303.00	Chief Budgeting Officer	$40,000	$29,800	$36,387	$42,498	$48,350	43
303.10	Associate Budget Director	$31,500	$25,884	$28,000	$33,000	$35,800	17
304.00	Chief Planning and Budget Officer	$47,172	$40,000	$44,000	$47,640	$55,728	19
305.00	General Counsel	$45,674	$36,000	$45,000	$46,920	$50,436	14
306.00	Chief Personnel/Human Resources Officer	$33,600	$24,600	$30,250	$35,690	$42,000	152
306.10	Associate Director, Personnel/Human Resources	$24,650	$21,625	$23,477	$25,050	$28,720	39
306.20	Manager, Benefits	$22,456	$18,454	$21,000	$24,300	$27,200	31
306.60	Manager, Employment	$23,050	$17,500	$21,820	$23,050	$24,900	9
306.70	Manager, Wage and Salary/Manager, Compensation	$18,938	$15,800	$17,600	$24,216	$24,877	6
307.00	Director, Affirmative Action/Equal Employment	$32,900	$28,000	$30,900	$33,780	$37,780	16
308.00	Director, Personnel and Affirmative Action	$30,912	$24,500	$28,500	$31,800	$37,200	57
309.00	Director, Computer Center	$37,500	$29,400	$34,336	$40,600	$47,380	186
309.10	Associate Director, Computer Center	$30,480	$21,730	$25,969	$32,500	$37,772	62
309.20	Data Base Administrator	$26,500	$21,000	$25,000	$29,943	$35,000	22
309.30	Systems Analyst I (highest level)	$29,238	$23,100	$27,215	$30,830	$35,192	65
309.40	Systems Analyst II (lowest level)	$22,100	$18,000	$21,000	$24,000	$27,750	34
309.50	Programmer Analyst I (highest level)	$25,000	$21,400	$23,850	$25,875	$30,000	103
309.60	Programmer Analyst II (lowest level)	$22,000	$17,490	$20,613	$22,700	$25,000	86
310.00	Director, Computer Center Operations/Administrative	$32,860	$24,668	$31,000	$36,000	$42,000	78
310.10	Associate Director, Computer Center Operations/Administrative	$28,700	$21,700	$26,520	$30,525	$37,002	41
311.00	Director, Information Systems	$38,230	$22,500	$34,800	$39,379	$48,203	39
312.00	Chief, Physical Plant/Facilities Management Officer	$35,800	$27,434	$33,500	$38,415	$45,900	319
312.10	Associate Director, Physical Plant/Facilities Management	$28,810	$22,784	$27,000	$30,500	$37,212	110
312.20	Manager, Landscape and Grounds	$23,200	$18,804	$21,900	$24,647	$29,500	120
312.30	Manager, Building and Maintenance Trades	$26,700	$22,521	$26,000	$28,726	$32,400	80
312.40	Manager, Technical Trades	$28,239	$25,250	$27,392	$29,595	$34,684	26
312.50	Manager, Custodial Services	$23,266	$18,673	$21,300	$25,012	$28,000	147
312.60	Manager, Power Plant	$29,432	$21,568	$28,100	$30,766	$34,525	37
313.00	Comptroller	$36,644	$27,970	$34,050	$39,650	$45,500	226
313.10	Manager, Payroll	$20,820	$16,171	$19,700	$22,320	$25,728	111
314.00	Director, Accounting	$28,600	$20,500	$26,345	$31,500	$34,700	111
314.10	Staff Accountant (highest level)	$22,500	$17,850	$21,003	$24,000	$28,593	118
314.20	Staff Accountant (lowest level)	$19,000	$15,687	$18,000	$20,200	$23,908	77
315.00	Bursar	$24,720	$20,028	$23,237	$26,600	$30,000	79
315.10	Associate Bursar	$20,000	$14,000	$16,917	$22,300	$25,300	16
316.00	Director, Purchasing	$27,775	$21,288	$26,160	$29,330	$34,411	134

Table 7

GENERAL BACCALAUREATE INSTITUTIONS (CLASS IIB) (continued)

POS	TITLE	MED	20%	40%	60%	80%	CASE
316.10	Associate Director, Purchasing	$20,050	$17,400	$18,000	$22,115	$27,000	13
317.00	Director, Bookstore	$21,300	$16,200	$19,519	$23,000	$28,000	233
317.10	Associate Director, Bookstore	$16,950	$13,332	$15,900	$18,191	$22,000	41
318.00	Director, Internal Audit	$31,000	$22,550	$28,874	$32,000	$34,780	17
319.00	Director, Auxiliary Services	$34,350	$26,425	$33,150	$36,700	$42,845	48
319.10	Manager, Mail Services	$15,715	$13,780	$15,080	$16,966	$19,656	115
320.00	Director, Campus Security	$24,600	$18,328	$22,505	$26,850	$31,200	202
EXTERNAL AFFAIRS							
401.00	Chief Development Officer	$50,000	$39,000	$46,200	$53,500	$63,000	299
401.10	Director, Annual Giving	$30,000	$25,000	$28,000	$31,533	$36,600	172
401.20	Director, Corporate/Foundation Relations	$32,500	$28,000	$30,625	$35,400	$40,275	99
401.30	Coordinator, Resource Development	$23,000	$20,000	$22,400	$24,296	$28,000	53
401.40	Director, Estate Planning	$37,800	$29,595	$34,807	$40,000	$48,500	69
402.00	Chief Public Relations Officer	$30,840	$24,887	$28,400	$33,390	$41,000	215
403.00	Chief Development and Public Relations Officer	$49,650	$35,778	$41,600	$51,500	$66,275	52
404.00	Director, Alumni Affairs	$27,000	$21,279	$25,396	$29,000	$34,320	279
405.00	Director, Development and Alumni Affairs	$39,705	$28,121	$34,200	$40,665	$43,740	31
406.00	Director, Special and Deferred Gifts	$33,800	$28,050	$31,345	$38,980	$44,310	68
407.00	Director, Church Relations	$27,739	$20,000	$26,625	$32,000	$39,000	55
408.00	Director, Community Services	$27,000	$23,373	$25,480	$29,216	$35,672	23
409.00	Director, Publications	$26,000	$20,250	$24,615	$28,000	$32,198	122
409.10	Associate Director, Publications	$19,800	$16,200	$19,000	$21,200	$23,400	30
409.20	Manager, Printing Services	$20,900	$16,128	$19,430	$22,200	$26,050	89
410.00	Director, Information Office	$25,400	$20,250	$23,700	$27,500	$34,977	89
411.00	Director, News Bureau	$24,500	$18,400	$22,700	$26,000	$28,875	60
STUDENT SERVICES							
501.00	Chief Student Affairs Officer	$42,000	$32,544	$39,600	$45,100	$53,600	361
502.00	Director, Admissions	$36,180	$28,761	$33,880	$38,838	$46,865	300
502.10	Associate Director, Admissions	$26,840	$21,490	$24,803	$28,076	$32,000	180
502.20	Assistant Director, Admissions	$21,000	$17,200	$19,796	$21,888	$24,638	187
503.00	Director, Admissions and Registrar	$38,678	$32,363	$35,050	$40,120	$46,842	20
504.00	Registrar	$31,100	$24,000	$28,500	$33,150	$38,300	350
504.10	Associate Registrar	$23,244	$18,900	$22,260	$23,600	$27,100	67
504.20	Assistant Registrar	$19,589	$15,524	$18,713	$20,475	$23,200	104
505.00	Director, Admissions and Financial Aid	$44,000	$33,830	$40,425	$45,943	$55,000	50
506.00	Director, Student Financial Aid	$29,326	$22,048	$27,000	$31,120	$35,510	355
506.10	Associate Director, Student Financial Aid	$20,800	$17,980	$20,000	$21,936	$25,750	152
507.00	Director, Food Services	$33,000	$25,000	$31,000	$34,956	$41,640	84
507.10	Associate Director, Food Services	$23,000	$19,000	$22,000	$26,208	$30,450	43
508.00	Director, Student Housing	$24,200	$18,000	$22,580	$26,000	$30,625	220
508.10	Associate Director, Student Housing	$19,968	$14,250	$19,000	$21,000	$25,600	50
508.20	Housing Officer/Administrative Operations	$20,000	$16,475	$17,935	$20,600	$27,000	15
508.30	Housing Officer/Residence Life	$18,800	$15,400	$17,850	$20,000	$25,800	89
510.00	Director, Foreign Students	$25,890	$18,528	$23,153	$27,000	$31,923	37
511.00	Director, Student Union	$27,433	$22,250	$25,344	$29,000	$33,500	73
511.10	Associate Director, Student Union	$21,959	$18,127	$21,200	$22,560	$25,440	19
512.00	Director, Student Activities	$23,100	$18,000	$22,000	$24,300	$28,350	222
513.00	Director, Student Placement	$26,360	$20,810	$24,475	$28,000	$33,127	259
514.00	Director, Student Counseling	$29,670	$22,900	$26,400	$32,750	$38,100	214
514.10	Associate Director, Student Counseling	$24,289	$18,689	$21,971	$25,400	$30,000	41
515.00	Director, Student Health Services (Physician Administrator)	$30,000	$19,000	$24,620	$38,345	$64,836	45
516.00	Director, Student Health Services (Nurse Administrator)	$20,840	$16,160	$19,386	$23,542	$26,742	193
517.00	Director, Campus Ministries	$26,780	$20,500	$25,200	$28,830	$34,500	169
518.00	Director, Athletics	$37,450	$27,849	$34,500	$40,000	$45,577	290
519.00	Director, Sports Information	$19,837	$16,500	$18,600	$20,400	$24,065	112
520.00	Director, Athletics/Men	$37,000	$23,700	$34,400	$38,680	$42,034	19
521.00	Director, Athletics/Women	$27,555	$21,565	$25,768	$28,865	$31,513	46
522.00	Director, Campus Recreation/Intramurals	$22,674	$17,587	$20,685	$23,704	$30,000	83
523.00	Director, Enrollment Management	$40,000	$29,734	$35,000	$43,775	$47,970	36
524.00	Director, Minority Affairs	$31,000	$23,000	$26,800	$33,300	$39,000	43

Table 8

TWO YEAR INSTITUTIONS WITH ACADEMIC RANK (CLASS III)

CLASSIFICATION: 2-Yr Acad **SOURCE OF SUPPORT:** Not specified. **FTE-ENROLLMENT RANGE:** Not specified. **1988/1989 BUDGET RANGE:** Not specified. **CASES SELECTED:** 373.

POS	TITLE	MED	20%	40%	60%	80%	CASE
EXECUTIVE							
101.00	Chief Executive Officer, System	$75,000	$64,120	$72,600	$78,309	$89,856	33
101.10	Assistant to the President, System	$44,495	$34,000	$41,895	$45,500	$63,172	16
102.00	Chief Executive Officer, Single Institution	$69,000	$59,328	$66,500	$72,557	$80,000	331
102.10	Assistant to the President, Single Institution	$37,800	$26,000	$33,329	$42,168	$51,592	91
103.00	Executive Vice President	$59,547	$47,550	$57,300	$60,696	$69,034	51
ACADEMIC							
201.00	Chief Academic Officer	$53,573	$44,452	$51,334	$56,000	$62,616	335
201.10	Director, Conferences	$34,291	$25,778	$33,600	$34,440	$39,405	22
202.00	Chief Health Professions Officer	$45,315	$33,232	$43,700	$46,264	$55,452	19
203.00	Director, Library Services	$37,208	$28,185	$34,052	$39,461	$44,604	242
203.10	Circulation Librarian	$25,000	$17,306	$20,955	$29,268	$39,220	41
203.20	Acquisitions Librarian	$30,906	$20,720	$27,586	$35,114	$39,793	34
203.30	Technical Services Librarian	$27,544	$21,416	$26,077	$31,407	$38,140	68
203.40	Public Services Librarian	$31,200	$25,298	$29,600	$32,447	$38,334	43
203.50	Reference Librarian	$27,895	$22,493	$26,570	$29,000	$36,499	81
204.00	Director, Institutional Research	$40,449	$32,136	$37,511	$42,873	$48,948	128
204.10	Associate Director, Institutional Research	$33,057	$27,100	$31,857	$35,263	$42,185	20
205.00	Director, Educational Media Services	$33,413	$27,463	$31,880	$35,337	$40,464	97
206.00	Director, Learning Resources Center	$38,880	$29,400	$35,750	$40,900	$47,600	158
207.00	Director, International Studies Education	$38,729	$29,496	$38,520	$46,384	$46,823	10
208.00	Director, Computer Center Operations/Academic	$38,670	$26,357	$35,570	$42,483	$47,196	53
208.10	Associate Director, Computer Center Operations/Academic	$36,000	$19,151	$34,729	$36,000	$40,560	9
209.00	Administrator, Grants and Contracts	$37,136	$26,520	$33,820	$39,688	$45,725	82
210.00	Dean, Architecture	$38,720	$29,313	$33,600	$38,720	$47,549	5
211.00	Dean, Agriculture	$45,453	$34,089	$40,234	$46,324	$49,500	16
212.00	Dean, Arts and Letters	$47,032	$40,144	$46,388	$50,442	$55,816	26
213.00	Dean, Arts and Sciences	$47,061	$39,100	$44,773	$49,030	$55,815	85
214.00	Dean, Business	$44,990	$38,472	$42,000	$47,521	$52,761	157
215.00	Dean, Communications	$46,055	$36,440	$43,555	$47,549	$49,758	30
216.00	Dean, Continuing Education	$43,304	$36,900	$41,473	$44,814	$51,396	190
217.00	Dean, Dentistry	$46,761	$42,861	$45,075	$51,162	$53,573	6
218.00	Dean, Education	$44,417	$33,231	$38,039	$45,816	$50,449	18
219.00	Dean, Engineering	$47,955	$41,580	$45,026	$50,620	$54,600	54
221.00	Dean, Extension	$43,675	$34,250	$39,996	$47,160	$53,286	33
222.00	Dean, Fine Arts	$44,161	$30,204	$40,528	$46,343	$52,700	27
224.00	Dean, Health-Related Professions	$46,229	$39,613	$43,250	$48,842	$54,360	98
225.00	Dean, Home Economics	$43,785	$38,488	$42,739	$43,785	$51,372	9
226.00	Dean, Humanities	$46,646	$38,019	$43,800	$47,892	$53,573	68
227.00	Dean, Instruction	$52,473	$45,000	$48,400	$54,594	$57,426	31
228.00	Dean, Law	$48,000	$36,288	$43,326	$48,000	$52,917	5
229.00	Dean, Library and Information Sciences	$48,700	$41,448	$43,000	$48,700	$52,052	9
230.00	Dean, Mathematics	$45,253	$36,468	$42,767	$48,077	$52,312	51
232.00	Dean, Music	$47,549	$17,162	$42,589	$50,963	$53,573	6
233.00	Dean, Nursing	$42,140	$37,610	$41,056	$43,549	$47,011	59
234.00	Dean, Occupational Studies/Vocational Education/Technology	$47,239	$40,101	$44,491	$49,263	$54,952	135
237.00	Dean, Sciences	$46,026	$37,422	$44,500	$48,500	$53,175	74
238.00	Dean, Social Sciences	$45,429	$36,720	$42,671	$47,549	$54,014	78
240.00	Dean, Special Programs	$41,443	$33,558	$38,387	$45,000	$50,119	56
241.00	Dean, Undergraduate Programs	$42,100	$35,000	$40,368	$42,100	$49,941	7
ADMINISTRATIVE							
301.00	Chief Business Officer	$50,762	$39,756	$48,000	$54,380	$61,265	318
301.01	Chief Administration Officer	$48,277	$40,811	$46,617	$52,800	$59,988	40
301.02	Chief Financial Officer	$46,800	$33,199	$42,131	$48,715	$52,937	53
301.10	Director, Health and Safety	$37,127	$30,000	$31,810	$37,988	$42,421	6
301.20	Director, Telecommunications	$36,740	$28,221	$35,919	$38,505	$43,553	23
302.00	Chief Planning Officer	$52,641	$41,080	$48,490	$54,420	$63,485	45
303.00	Chief Budgeting Officer	$40,442	$32,633	$37,664	$45,050	$50,279	53
303.10	Associate Budget Director	$30,570	$23,100	$29,727	$33,651	$36,050	20
305.00	General Counsel	$39,819	$15,000	$37,500	$49,300	$57,856	10
306.00	Chief Personnel/Human Resources Officer	$42,000	$32,355	$38,568	$43,922	$54,804	124
306.10	Associate Director, Personnel/Human Resources	$33,434	$22,710	$30,290	$35,761	$44,720	35
306.20	Manager, Benefits	$27,381	$20,412	$23,540	$28,107	$31,385	21
306.30	Manager, Training and Development	$33,750	$28,000	$32,540	$37,539	$40,186	14
306.60	Manager, Employment	$27,745	$21,666	$23,853	$28,300	$32,540	21
306.70	Manager, Wage and Salary/Manager, Compensation	$32,540	$24,937	$31,237	$33,095	$38,551	14
306.80	Manager, Personnel Information Systems	$27,367	$20,176	$26,391	$27,367	$43,758	7
307.00	Director, Affirmative Action/Equal Employment	$39,508	$30,000	$34,888	$41,219	$46,160	32
308.00	Director, Personnel and Affirmative Action	$39,505	$32,160	$36,641	$42,814	$49,083	76
309.00	Director, Computer Center	$39,450	$30,450	$37,000	$41,785	$49,500	167
309.10	Associate Director, Computer Center	$35,003	$25,044	$33,193	$36,750	$46,701	30
309.20	Data Base Administrator	$33,500	$27,204	$32,489	$35,102	$42,740	22
309.30	Systems Analyst I (highest level)	$32,914	$27,443	$31,440	$33,914	$38,417	60
309.40	Systems Analyst II (lowest level)	$27,759	$23,500	$25,961	$31,200	$34,795	23
309.50	Programmer Analyst I (highest level)	$28,992	$23,280	$27,525	$29,994	$33,551	90
309.60	Programmer Analyst II (lowest level)	$22,755	$20,000	$22,008	$24,777	$27,528	61
310.00	Director, Computer Center Operations/Administrative	$36,858	$27,360	$31,500	$39,038	$44,892	54
310.10	Associate Director, Computer Center Operations/Administrative	$31,326	$21,343	$28,200	$33,755	$37,096	22
311.00	Director, Information Systems	$47,599	$38,198	$45,313	$53,430	$56,828	51
312.00	Chief, Physical Plant/Facilities Management Officer	$37,000	$26,760	$33,675	$40,347	$46,192	249
312.10	Associate Director, Physical Plant/Facilities Management	$31,713	$24,200	$29,682	$33,416	$37,893	88
312.20	Manager, Landscape and Grounds	$25,680	$19,191	$23,300	$26,828	$28,599	60
312.30	Manager, Building and Maintenance Trades	$27,774	$23,388	$26,290	$30,014	$33,790	65
312.40	Manager, Technical Trades	$30,280	$24,000	$28,296	$30,312	$36,978	19
312.50	Manager, Custodial Services	$24,889	$17,680	$23,260	$26,675	$30,430	87
312.60	Manager, Power Plant	$28,188	$23,680	$26,763	$29,470	$35,124	19
313.00	Comptroller	$38,000	$30,250	$35,500	$41,094	$48,717	136
313.10	Manager, Payroll	$23,760	$18,763	$21,949	$24,767	$27,780	85
314.00	Director, Accounting	$31,437	$24,638	$29,134	$33,000	$38,964	107
314.10	Staff Accountant (highest level)	$25,608	$19,226	$24,126	$27,384	$31,536	88

Table 8

TWO YEAR INSTITUTIONS WITH ACADEMIC RANK (CLASS III) (continued)

POS	TITLE	MED	20%	40%	60%	80%	CASE
314.20	Staff Accountant (lowest level)	$22,340	$17,815	$21,389	$23,059	$27,483	57
315.00	Bursar	$26,172	$19,800	$25,306	$27,085	$41,000	44
315.10	Associate Bursar	$25,737	$23,174	$25,700	$25,737	$26,656	5
316.00	Director, Purchasing	$30,108	$23,000	$28,230	$32,721	$38,115	140
316.10	Associate Director, Purchasing	$23,550	$16,236	$22,669	$24,700	$30,094	22
317.00	Director, Bookstore	$22,655	$17,564	$21,167	$25,572	$30,800	174
317.10	Associate Director, Bookstore	$20,316	$16,744	$18,610	$22,900	$26,698	29
318.00	Director, Internal Audit	$34,613	$28,600	$32,200	$35,899	$39,248	20
319.00	Director, Auxiliary Services	$36,813	$28,520	$34,590	$39,228	$43,907	57
319.10	Manager, Mail Services	$19,548	$13,845	$17,821	$21,684	$24,148	34
320.00	Director, Campus Security	$28,668	$21,009	$25,300	$30,590	$34,956	110
321.00	Director, Risk Management and Insurance	$34,498	$30,954	$32,540	$37,017	$39,268	8
EXTERNAL AFFAIRS							
401.00	Chief Development Officer	$41,221	$33,000	$38,000	$45,558	$52,641	117
401.10	Director, Annual Giving	$26,500	$22,145	$25,659	$31,763	$40,580	20
401.20	Director, Corporate/Foundation Relations	$34,000	$27,775	$32,544	$35,822	$41,708	22
401.30	Coordinator, Resource Development	$30,799	$22,000	$26,980	$37,781	$44,772	13
402.00	Chief Public Relations Officer	$33,400	$24,643	$30,686	$36,438	$43,169	151
402.10	Director, Governmental/Legislative Relations	$51,298	$39,479	$40,000	$51,298	$54,110	5
403.00	Chief Development and Public Relations Officer	$39,900	$30,100	$35,592	$42,800	$50,906	35
404.00	Director, Alumni Affairs	$24,600	$19,948	$23,478	$26,400	$31,010	41
405.00	Director, Development and Alumni Affairs	$35,148	$22,145	$30,000	$38,038	$42,041	21
406.00	Director, Special and Deferred Gifts	$18,401	$13,000	$15,900	$22,995	$31,803	6
407.00	Director, Church Relations	$22,450	$14,750	$19,250	$22,450	$22,500	5
408.00	Director, Community Services	$38,737	$31,361	$37,088	$41,419	$48,100	82
409.00	Director, Publications	$29,500	$23,492	$28,000	$30,944	$35,004	43
409.10	Associate Director, Publications	$25,669	$22,000	$25,558	$26,620	$30,073	10
409.20	Manager, Printing Services	$25,200	$19,645	$24,118	$28,753	$33,581	65
410.00	Director, Information Office	$32,067	$25,396	$29,483	$34,367	$40,960	63
411.00	Director, News Bureau	$28,100	$18,000	$27,450	$28,273	$29,051	11
STUDENT SERVICES							
501.00	Chief Student Affairs Officer	$47,508	$39,000	$44,835	$50,000	$57,198	317
502.00	Director, Admissions	$35,500	$27,155	$32,400	$37,705	$44,775	163
502.10	Associate Director, Admissions	$27,825	$21,000	$26,540	$30,587	$35,000	42
502.20	Assistant Director, Admissions	$22,000	$18,375	$20,848	$24,415	$29,725	54
503.00	Director, Admissions and Registrar	$42,400	$34,000	$38,779	$43,927	$49,220	90
504.00	Registrar	$32,448	$23,950	$29,418	$35,004	$43,202	194
504.10	Associate Registrar	$27,983	$20,500	$24,195	$28,895	$38,866	39
504.20	Assistant Registrar	$24,000	$17,500	$21,907	$24,736	$29,725	43
505.00	Director, Admissions and Financial Aid	$35,000	$26,000	$33,396	$38,538	$43,315	30
506.00	Director, Student Financial Aid	$32,437	$24,500	$29,572	$34,137	$40,644	284
506.10	Associate Director, Student Financial Aid	$25,573	$19,448	$24,439	$27,201	$30,700	71
507.00	Director, Food Services	$25,480	$17,292	$24,259	$28,275	$33,204	48
507.10	Associate Director, Food Services	$19,750	$13,371	$18,947	$19,750	$32,388	9
508.00	Director, Student Housing	$26,000	$18,118	$23,872	$27,188	$34,000	39
508.10	Associate Director, Student Housing	$25,444	$18,961	$20,176	$25,444	$27,443	5
508.30	Housing Officer/Residence Life	$22,629	$19,700	$21,372	$23,397	$24,139	15
510.00	Director, Foreign Students	$30,000	$23,216	$26,200	$31,110	$39,143	14
511.00	Director, Student Union	$34,956	$16,128	$28,553	$36,874	$40,476	15
511.10	Associate Director, Student Union	$24,000	$16,000	$23,448	$25,632	$30,598	6
512.00	Director, Student Activities	$30,086	$22,500	$27,600	$32,927	$39,996	168
513.00	Director, Student Placement	$31,752	$24,501	$29,111	$34,029	$39,150	150
514.00	Director, Student Counseling	$40,016	$29,629	$35,896	$41,855	$47,500	175
514.10	Associate Director, Student Counseling	$31,128	$23,100	$29,772	$33,117	$38,014	19
515.00	Director, Student Health Services (Physician Administrator)	$25,000	$14,000	$24,864	$25,000	$42,099	7
516.00	Director, Student Health Services (Nurse Administrator)	$27,025	$17,888	$24,743	$29,466	$35,919	62
517.00	Director, Campus Ministries	$18,540	$15,690	$18,000	$18,540	$26,600	9
518.00	Director, Athletics	$37,575	$29,002	$34,558	$41,904	$47,549	116
519.00	Director, Sports Information	$17,510	$12,000	$15,384	$17,510	$24,000	7
522.00	Director, Campus Recreation/Intramurals	$26,250	$22,277	$25,291	$33,000	$37,426	28
523.00	Director, Enrollment Management	$31,000	$27,200	$29,800	$40,000	$44,168	14
524.00	Director, Minority Affairs	$32,000	$21,034	$26,285	$34,475	$40,577	17

Table 9

DOCTORAL LEVEL INSTITUTIONS (CLASS I) WITH BUDGETS OF $106.0 MILLION OR LESS

CLASSIFICATION: Doct Ins **SOURCE OF SUPPORT:** Not specified. **FTE-ENROLLMENT RANGE:** Not specified. **1988/1989 BUDGET RANGE:** Zero thru $106,000,000 **CASES SELECTED:** 33.

POS	TITLE	MED	20%	40%	60%	80%	CASE
EXECUTIVE							
102.00	Chief Executive Officer, Single Institution	$107,000	$92,100	$105,522	$116,735	$140,000	27
102.10	Assistant to the President, Single Institution	$50,130	$41,300	$44,100	$53,500	$57,651	18
103.00	Executive Vice President	$87,326	$68,383	$84,800	$100,000	$133,000	11
ACADEMIC							
201.00	Chief Academic Officer	$89,165	$75,331	$85,104	$90,772	$100,000	28
201.10	Director, Conferences	$32,473	$25,000	$30,000	$32,473	$34,796	7
203.00	Director, Library Services	$62,500	$53,600	$60,061	$63,000	$69,984	30
203.10	Circulation Librarian	$27,500	$23,280	$26,650	$28,087	$32,377	14
203.20	Acquisitions Librarian	$32,368	$27,447	$29,508	$34,395	$37,000	19
203.30	Technical Services Librarian	$38,597	$26,474	$35,000	$39,500	$47,048	17
203.40	Public Services Librarian	$37,582	$31,725	$36,666	$38,798	$43,913	16
203.50	Reference Librarian	$31,946	$26,400	$28,726	$32,362	$35,000	19
204.00	Director, Institutional Research	$50,624	$33,650	$40,140	$52,000	$62,004	19
205.00	Director, Educational Media Services	$44,500	$32,832	$40,100	$44,700	$49,516	14
206.00	Director, Learning Resources Center	$38,443	$26,000	$30,000	$38,443	$38,485	5
207.00	Director, International Studies Education	$41,008	$24,200	$32,362	$41,008	$45,000	9
208.00	Director, Computer Center Operations/Academic	$46,800	$40,000	$46,750	$48,675	$71,610	12
208.10	Associate Director, Computer Center Operations/Academic	$48,961	$26,283	$45,294	$49,900	$50,400	6
209.00	Administrator, Grants and Contracts	$50,950	$35,508	$43,000	$53,000	$57,997	25
210.00	Dean, Architecture	$70,776	$64,300	$67,215	$70,776	$76,150	5
211.00	Dean, Agriculture	$74,268	$70,776	$72,000	$74,268	$76,910	5
213.00	Dean, Arts and Sciences	$75,000	$62,000	$74,676	$75,500	$80,000	20
214.00	Dean, Business	$76,661	$70,000	$75,000	$81,748	$105,000	22
216.00	Dean, Continuing Education	$58,000	$43,209	$55,128	$59,892	$70,776	17
218.00	Dean, Education	$73,680	$58,200	$72,867	$75,000	$76,700	17
219.00	Dean, Engineering	$84,857	$76,008	$82,300	$85,590	$90,000	13
223.00	Dean, Graduate Programs	$67,000	$61,600	$66,000	$70,000	$76,209	23
224.00	Dean, Health-Related Professions	$72,500	$45,200	$72,264	$72,500	$80,004	7
228.00	Dean, Law	$97,400	$73,725	$88,560	$100,000	$120,200	12
232.00	Dean, Music	$74,050	$59,257	$63,240	$74,050	$82,000	5
233.00	Dean, Nursing	$68,004	$51,500	$67,500	$68,004	$80,000	7
237.00	Dean, Sciences	$84,000	$60,000	$65,000	$84,000	$93,280	5
241.00	Dean, Undergraduate Programs	$69,000	$50,933	$64,000	$69,000	$75,000	7
ADMINISTRATIVE							
301.00	Chief Business Officer	$75,504	$69,700	$74,300	$82,800	$91,250	26
301.01	Chief Administration Officer	$62,000	$58,500	$60,840	$72,500	$75,355	6
301.02	Chief Financial Officer	$76,751	$50,000	$56,700	$76,751	$100,000	7
301.10	Director, Health and Safety	$36,600	$28,840	$33,000	$36,600	$41,360	9
301.20	Director, Telecommunications	$38,300	$33,060	$38,004	$38,304	$46,019	14
303.00	Chief Budgeting Officer	$51,000	$36,000	$44,000	$52,100	$61,050	17
303.10	Associate Budget Director	$35,750	$28,992	$34,350	$39,600	$40,184	6
305.00	General Counsel	$72,000	$55,008	$64,588	$72,500	$76,179	12
305.10	Associate General Counsel	$42,500	$31,548	$31,800	$42,500	$46,692	5
306.00	Chief Personnel/Human Resources Officer	$47,637	$40,000	$45,507	$47,964	$63,300	27
306.10	Associate Director, Personnel/Human Resources	$33,250	$28,700	$31,874	$33,800	$36,000	18
306.20	Manager, Benefits	$31,700	$25,416	$30,832	$32,000	$35,611	14
306.30	Manager, Training and Development	$30,000	$27,468	$29,000	$33,300	$33,984	8
306.60	Manager, Employment	$27,600	$23,772	$27,000	$28,600	$33,800	12
306.70	Manager, Wage and Salary/Manager, Compensation	$28,956	$20,508	$23,000	$29,700	$35,000	8
307.00	Director, Affirmative Action/Equal Employment	$39,945	$33,612	$38,745	$40,500	$52,700	16
309.00	Director, Computer Center	$61,241	$50,000	$58,650	$62,858	$68,000	24
309.10	Associate Director, Computer Center	$44,690	$37,587	$42,504	$49,600	$49,875	6
309.20	Data Base Administrator	$37,200	$34,476	$36,000	$37,200	$42,606	9
309.30	Systems Analyst I (highest level)	$35,453	$32,786	$34,300	$36,382	$38,480	16
309.40	Systems Analyst II (lowest level)	$27,000	$22,500	$25,000	$29,004	$29,562	13
309.50	Programmer Analyst I (highest level)	$32,140	$25,073	$29,210	$32,563	$35,825	17
309.60	Programmer Analyst II (lowest level)	$24,600	$21,816	$24,261	$25,083	$25,600	19
310.00	Director, Computer Center Operations/Administrative	$45,200	$35,360	$41,650	$45,200	$52,200	7
310.10	Associate Director, Computer Center Operations/Administrative	$48,547	$38,955	$40,816	$48,547	$50,940	5
311.00	Director, Information Systems	$55,000	$51,547	$53,800	$55,750	$61,000	8
312.00	Chief, Physical Plant/Facilities Management Officer	$58,500	$50,000	$55,800	$59,640	$64,500	29
312.10	Associate Director, Physical Plant/Facilities Management	$44,235	$38,760	$43,000	$47,000	$50,400	13
312.20	Manager, Landscape and Grounds	$29,807	$26,475	$28,000	$32,000	$37,500	19
312.30	Manager, Building and Maintenance Trades	$36,000	$32,529	$35,664	$38,376	$41,250	18
312.40	Manager, Technical Trades	$36,600	$34,500	$36,504	$39,400	$44,600	13
312.50	Manager, Custodial Services	$31,425	$25,000	$29,424	$33,544	$34,100	18
312.60	Manager, Power Plant	$38,000	$32,496	$36,492	$38,525	$45,816	15
313.00	Comptroller	$52,000	$44,000	$47,400	$56,000	$59,050	26
313.10	Manager, Payroll	$28,900	$24,300	$26,500	$32,304	$36,370	26
314.00	Director, Accounting	$40,000	$34,152	$37,485	$43,615	$48,500	16
314.10	Staff Accountant (highest level)	$29,150	$23,772	$28,060	$30,193	$33,360	17
314.20	Staff Accountant (lowest level)	$21,010	$18,852	$20,450	$22,733	$25,375	18
315.00	Bursar	$33,000	$30,960	$32,016	$34,800	$38,771	18
316.00	Director, Purchasing	$37,800	$33,000	$36,000	$39,705	$46,000	25
316.10	Associate Director, Purchasing	$28,997	$23,628	$27,007	$32,250	$36,500	8
317.00	Director, Bookstore	$37,600	$29,875	$35,748	$42,200	$45,000	21
317.10	Associate Director, Bookstore	$27,500	$17,000	$27,092	$27,500	$27,769	5
318.00	Director, Internal Audit	$39,500	$35,000	$37,442	$41,575	$44,000	18
319.00	Director, Auxiliary Services	$48,000	$40,200	$47,500	$48,740	$54,000	16
319.10	Manager, Mail Services	$23,300	$18,000	$20,000	$25,000	$29,500	20
320.00	Director, Campus Security	$41,000	$32,500	$39,000	$41,615	$46,100	28
321.00	Director, Risk Management and Insurance	$44,730	$29,040	$44,600	$44,730	$50,000	7
EXTERNAL AFFAIRS							
401.00	Chief Development Officer	$71,396	$60,000	$70,000	$73,980	$88,000	27
401.10	Director, Annual Giving	$34,613	$28,224	$33,000	$35,623	$43,000	18
401.20	Director, Corporate/Foundation Relations	$41,053	$35,000	$40,000	$48,000	$54,434	15
401.30	Coordinator, Resource Development	$32,960	$31,500	$31,600	$34,645	$43,500	8
401.40	Director, Estate Planning	$51,168	$42,600	$44,673	$55,000	$55,840	8
402.00	Chief Public Relations Officer	$49,000	$40,440	$48,552	$50,000	$56,100	17

Table 9

DOCTORAL LEVEL INSTITUTIONS (CLASS I) WITH BUDGETS OF $106.0 MILLION OR LESS (continued)

POS	TITLE	MED	20%	40%	60%	80%	CASE
403.00	Chief Development and Public Relations Officer	$82,356	$54,800	$77,000	$82,356	$95,000	7
404.00	Director, Alumni Affairs	$45,000	$34,000	$38,500	$47,250	$52,200	26
406.00	Director, Special and Deferred Gifts	$48,408	$43,100	$43,500	$50,500	$52,500	6
409.00	Director, Publications	$39,936	$30,161	$35,429	$40,700	$45,400	17
409.10	Associate Director, Publications	$27,996	$24,300	$27,500	$27,996	$30,114	7
409.20	Manager, Printing Services	$32,000	$24,370	$30,758	$32,025	$35,900	17
410.00	Director, Information Office	$42,500	$30,300	$41,450	$44,124	$46,800	10
411.00	Director, News Bureau	$34,044	$30,480	$31,600	$34,240	$36,864	10
STUDENT SERVICES							
501.00	Chief Student Affairs Officer	$68,069	$60,500	$62,600	$71,000	$78,000	28
502.00	Director, Admissions	$48,000	$30,830	$47,520	$53,700	$56,850	24
502.10	Associate Director, Admissions	$35,000	$29,843	$34,500	$36,000	$38,800	17
502.20	Assistant Director, Admissions	$24,323	$21,700	$23,196	$24,800	$30,350	14
504.00	Registrar	$45,218	$38,640	$43,956	$46,000	$52,600	28
504.10	Associate Registrar	$32,365	$30,000	$31,335	$32,914	$36,583	17
504.20	Assistant Registrar	$25,300	$18,186	$25,000	$25,524	$27,618	14
506.00	Director, Student Financial Aid	$41,099	$35,156	$38,500	$41,900	$46,728	29
506.10	Associate Director, Student Financial Aid	$30,000	$24,000	$28,983	$32,472	$35,000	22
507.00	Director, Food Services	$38,496	$32,808	$37,909	$39,000	$45,425	12
507.10	Associate Director, Food Services	$30,758	$28,536	$29,916	$30,758	$36,500	7
508.00	Director, Student Housing	$40,416	$32,000	$39,755	$42,000	$46,000	24
508.10	Associate Director, Student Housing	$31,418	$24,992	$29,007	$33,276	$37,200	11
508.20	Housing Officer/Administrative Operations	$27,132	$17,000	$24,570	$27,132	$34,850	9
508.30	Housing Officer/Residence Life	$22,464	$18,400	$22,032	$31,986	$33,225	8
510.00	Director, Foreign Students	$30,624	$25,416	$28,390	$31,535	$39,994	12
511.00	Director, Student Union	$38,011	$32,976	$35,000	$38,580	$41,600	18
512.00	Director, Student Activities	$35,000	$29,998	$33,309	$37,300	$43,284	18
513.00	Director, Student Placement	$38,426	$33,724	$37,250	$40,300	$42,068	23
514.00	Director, Student Counseling	$44,500	$36,000	$41,000	$45,500	$48,625	22
514.10	Associate Director, Student Counseling	$36,750	$30,157	$32,100	$36,750	$37,636	5
515.00	Director, Student Health Services (Physician Administrator)	$70,000	$64,790	$66,648	$77,651	$84,400	15
516.00	Director, Student Health Services (Nurse Administrator)	$30,960	$25,100	$30,072	$31,154	$36,950	12
517.00	Director, Campus Ministries	$41,051	$24,000	$34,731	$42,158	$45,000	6
518.00	Director, Athletics	$58,646	$45,000	$53,900	$63,642	$71,232	26
519.00	Director, Sports Information	$24,459	$21,000	$23,700	$26,750	$31,929	23
521.00	Director, Athletics/Women	$38,369	$34,600	$36,000	$38,369	$43,682	5
522.00	Director, Campus Recreation/Intramurals	$30,803	$22,000	$25,397	$36,404	$44,016	16
523.00	Director, Enrollment Management	$47,000	$33,000	$39,548	$47,322	$62,463	6
524.00	Director, Minority Affairs	$31,394	$29,300	$30,000	$36,405	$44,100	10

Table 10

DOCTORAL LEVEL INSTITUTIONS (CLASS I) WITH BUDGETS OF $106.1 - $192.5 MILLION

CLASSIFICATION: Doct Ins **SOURCE OF SUPPORT:** Not specified. **FTE-ENROLLMENT RANGE:** Not specified. **1988/1989 BUDGET RANGE:** $106,000,001 thru $192,500,000 **CASES SELECTED:** 32.

POS	TITLE	MED	20%	40%	60%	80%	CASE
EXECUTIVE							
101.00	Chief Executive Officer, System	$115,000	$95,000	$109,000	$115,000	$115,000	7
101.10	Assistant to the President, System	$53,448	$45,000	$47,700	$53,448	$66,400	7
102.00	Chief Executive Officer, Single Institution	$110,000	$92,100	$105,000	$115,000	$120,750	23
102.10	Assistant to the President, Single Institution	$64,788	$45,000	$54,912	$65,000	$71,400	20
103.00	Executive Vice President	$93,000	$88,500	$92,329	$93,000	$115,000	7
ACADEMIC							
201.00	Chief Academic Officer	$91,000	$85,000	$89,200	$93,500	$107,500	28
201.10	Director, Conferences	$45,070	$35,000	$40,200	$46,280	$51,093	16
203.00	Director, Library Services	$70,000	$65,484	$68,460	$75,000	$79,000	30
203.10	Circulation Librarian	$31,500	$24,273	$28,596	$33,500	$36,996	20
203.20	Acquisitions Librarian	$36,666	$30,516	$34,300	$37,455	$39,515	24
203.30	Technical Services Librarian	$43,104	$36,717	$41,676	$44,640	$50,112	16
203.40	Public Services Librarian	$43,535	$39,886	$42,336	$45,000	$48,756	14
203.50	Reference Librarian	$37,632	$30,500	$36,576	$38,268	$41,292	23
204.00	Director, Institutional Research	$53,000	$43,800	$50,940	$54,000	$58,500	25
204.10	Associate Director, Institutional Research	$39,300	$32,760	$38,328	$40,000	$44,199	12
205.00	Director, Educational Media Services	$51,396	$44,652	$47,541	$52,394	$54,228	19
206.00	Director, Learning Resources Center	$41,295	$26,962	$40,300	$42,400	$43,048	8
207.00	Director, International Studies Education	$50,352	$39,200	$46,800	$52,000	$60,413	13
208.00	Director, Computer Center Operations/Academic	$62,550	$41,600	$57,528	$63,250	$68,355	17
208.10	Associate Director, Computer Center Operations/Academic	$47,000	$43,483	$44,757	$48,339	$48,552	8
209.00	Administrator, Grants and Contracts	$49,000	$43,110	$48,000	$50,000	$60,000	25
210.00	Dean, Architecture	$75,000	$71,550	$72,567	$76,620	$80,052	10
211.00	Dean, Agriculture	$82,501	$75,000	$82,000	$82,501	$86,004	9
213.00	Dean, Arts and Sciences	$85,500	$78,000	$83,940	$86,000	$90,000	22
214.00	Dean, Business	$85,000	$77,796	$82,092	$87,700	$94,000	25
215.00	Dean, Communications	$72,500	$58,000	$67,725	$76,952	$82,360	6
216.00	Dean, Continuing Education	$70,000	$63,782	$66,250	$71,000	$72,275	20
218.00	Dean, Education	$75,516	$69,600	$74,000	$79,794	$84,300	26
219.00	Dean, Engineering	$89,790	$81,276	$87,000	$91,000	$94,764	20
221.00	Dean, Extension	$72,803	$67,500	$72,420	$79,200	$82,017	8
222.00	Dean, Fine Arts	$72,453	$66,050	$71,550	$73,958	$77,150	12
223.00	Dean, Graduate Programs	$78,245	$67,808	$72,540	$80,256	$84,300	27
224.00	Dean, Health-Related Professions	$73,800	$62,000	$71,800	$73,800	$79,000	5
225.00	Dean, Home Economics	$70,596	$53,943	$68,512	$70,596	$74,580	7
226.00	Dean, Humanities	$75,852	$70,000	$72,600	$75,852	$87,400	5
228.00	Dean, Law	$95,200	$85,000	$91,050	$95,698	$109,500	14
229.00	Dean, Library and Information Sciences	$64,000	$58,165	$63,700	$65,316	$68,500	10
233.00	Dean, Nursing	$75,000	$65,214	$72,281	$75,468	$81,300	11
234.00	Dean, Occupational Studies/Vocational Education/Technology	$68,000	$57,911	$66,345	$68,000	$68,940	5
239.00	Dean, Social Work	$81,869	$65,432	$70,200	$81,869	$83,345	9
241.00	Dean, Undergraduate Programs	$66,000	$51,180	$65,000	$66,000	$70,500	5
242.00	Dean, Veterinary Medicine	$84,996	$76,764	$81,692	$84,996	$87,000	5
ADMINISTRATIVE							
301.00	Chief Business Officer	$84,000	$74,232	$82,500	$86,000	$103,300	22
301.01	Chief Administration Officer	$74,196	$71,449	$73,100	$84,900	$95,000	6
301.02	Chief Financial Officer	$76,000	$61,975	$64,650	$81,996	$92,000	13
301.10	Director, Health and Safety	$41,000	$35,200	$38,100	$44,831	$51,096	17
301.20	Director, Telecommunications	$45,738	$37,600	$44,532	$48,000	$57,500	24
303.00	Chief Budgeting Officer	$55,900	$46,452	$54,498	$56,000	$69,000	17
303.10	Associate Budget Director	$45,066	$39,264	$44,847	$45,096	$52,704	13
305.00	General Counsel	$63,410	$51,744	$60,000	$69,240	$75,000	16
305.10	Associate General Counsel	$43,800	$41,000	$43,200	$48,833	$56,556	15
306.00	Chief Personnel/Human Resources Officer	$59,100	$51,900	$58,716	$63,274	$66,629	28
306.10	Associate Director, Personnel/Human Resources	$44,412	$36,552	$41,100	$44,800	$48,223	19
306.20	Manager, Benefits	$33,372	$29,648	$30,936	$34,150	$39,100	23
306.30	Manager, Training and Development	$34,000	$30,936	$32,000	$34,050	$41,600	12
306.40	Manager, Employee Relations	$33,300	$26,000	$33,188	$38,000	$42,131	10
306.50	Manager, Labor Relations	$43,100	$41,000	$42,504	$43,100	$44,900	8
306.60	Manager, Employment	$33,439	$28,500	$31,884	$33,862	$38,700	19
306.70	Manager, Wage and Salary/Manager, Compensation	$33,000	$28,840	$31,716	$33,700	$40,548	17
306.80	Manager, Personnel Information Systems	$30,000	$25,452	$28,978	$34,905	$36,625	13
307.00	Director, Affirmative Action/Equal Employment	$45,900	$37,116	$42,996	$47,700	$55,590	22
307.10	Associate Director, Affirmative Action/Equal Employment	$32,000	$26,950	$30,000	$32,000	$40,000	9
309.00	Director, Computer Center	$65,340	$58,042	$65,000	$65,628	$74,628	22
309.10	Associate Director, Computer Center	$53,578	$49,608	$52,947	$56,070	$57,100	13
309.20	Data Base Administrator	$45,467	$39,200	$43,860	$46,750	$49,058	16
309.30	Systems Analyst I (highest level)	$38,200	$32,500	$36,228	$39,437	$42,351	23
309.40	Systems Analyst II (lowest level)	$29,645	$25,467	$28,708	$30,900	$36,691	22
309.50	Programmer Analyst I (highest level)	$31,328	$26,968	$30,410	$33,648	$35,942	26
309.60	Programmer Analyst II (lowest level)	$24,000	$19,800	$23,291	$24,964	$28,392	22
310.00	Director, Computer Center Operations/Administrative	$50,928	$44,700	$47,055	$51,250	$52,414	13
310.10	Associate Director, Computer Center Operations/Administrative	$40,750	$23,183	$39,864	$40,750	$54,600	7
311.00	Director, Information Systems	$52,000	$39,972	$49,848	$55,000	$70,000	12
312.00	Chief, Physical Plant/Facilities Management Officer	$61,990	$53,900	$60,100	$63,744	$70,000	32
312.10	Associate Director, Physical Plant/Facilities Management	$48,149	$42,120	$45,500	$50,400	$53,500	21
312.20	Manager, Landscape and Grounds	$34,903	$28,056	$33,425	$38,147	$41,500	28
312.30	Manager, Building and Maintenance Trades	$38,040	$30,898	$35,400	$38,800	$40,907	23
312.40	Manager, Technical Trades	$35,540	$30,000	$32,000	$35,900	$39,800	11
312.50	Manager, Custodial Services	$31,800	$27,000	$30,898	$33,946	$36,540	25
312.60	Manager, Power Plant	$35,400	$29,640	$33,300	$37,778	$45,835	22
313.00	Comptroller	$62,500	$56,000	$60,660	$66,415	$68,970	24
313.10	Manager, Payroll	$34,350	$29,500	$32,000	$36,000	$41,098	28
314.00	Director, Accounting	$43,500	$37,608	$41,030	$44,640	$50,725	22
314.10	Staff Accountant (highest level)	$28,824	$23,583	$28,065	$29,814	$33,509	21
314.20	Staff Accountant (lowest level)	$22,470	$19,500	$21,793	$22,600	$25,168	21
315.00	Bursar	$40,600	$35,650	$39,039	$43,193	$47,300	20
315.10	Associate Bursar	$30,000	$25,000	$28,908	$30,000	$35,822	12
316.00	Director, Purchasing	$46,543	$38,000	$43,200	$50,000	$55,484	31

Table 10

DOCTORAL LEVEL INSTITUTIONS (CLASS I) WITH BUDGETS OF $106.1 - $192.5 MILLION (continued)

POS	TITLE	MED	20%	40%	60%	80%	CASE
316.10	Associate Director, Purchasing	$38,318	$30,000	$35,276	$40,750	$46,000	18
317.00	Director, Bookstore	$43,950	$39,580	$41,989	$45,000	$46,000	19
317.10	Associate Director, Bookstore	$28,600	$24,500	$24,900	$29,000	$31,600	10
318.00	Director, Internal Audit	$46,000	$42,700	$45,012	$52,860	$57,200	23
319.00	Director, Auxiliary Services	$58,936	$52,100	$56,100	$60,456	$63,300	11
319.10	Manager, Mail Services	$27,036	$23,540	$26,100	$28,791	$31,200	20
320.00	Director, Campus Security	$44,327	$38,524	$42,456	$48,150	$51,246	31
321.00	Director, Risk Management and Insurance	$46,000	$29,230	$45,000	$46,500	$49,300	10
EXTERNAL AFFAIRS							
401.00	Chief Development Officer	$76,200	$62,000	$74,700	$79,502	$83,500	20
401.10	Director, Annual Giving	$42,101	$29,767	$35,892	$44,500	$55,000	18
401.20	Director, Corporate/Foundation Relations	$49,381	$38,348	$45,173	$50,130	$52,950	13
401.30	Coordinator, Resource Development	$31,800	$23,400	$31,500	$31,800	$36,457	9
401.40	Director, Estate Planning	$44,500	$30,953	$43,759	$44,500	$47,500	7
402.00	Chief Public Relations Officer	$55,800	$45,995	$49,630	$59,309	$76,000	18
402.10	Director, Governmental/Legislative Relations	$55,700	$34,378	$52,800	$55,700	$66,415	9
403.00	Chief Development and Public Relations Officer	$75,000	$72,451	$72,500	$76,200	$86,200	8
404.00	Director, Alumni Affairs	$42,377	$35,000	$38,036	$44,868	$55,565	27
405.00	Director, Development and Alumni Affairs	$62,616	$42,040	$61,000	$62,616	$68,900	5
409.00	Director, Publications	$40,740	$35,590	$38,019	$43,962	$53,016	21
409.20	Manager, Printing Services	$37,447	$33,000	$36,710	$38,010	$42,804	24
410.00	Director, Information Office	$45,768	$33,000	$44,000	$47,250	$54,462	17
411.00	Director, News Bureau	$36,380	$30,277	$32,748	$36,414	$41,071	13
STUDENT SERVICES							
501.00	Chief Student Affairs Officer	$71,700	$67,000	$69,800	$74,000	$82,000	30
502.00	Director, Admissions	$57,300	$47,000	$54,200	$58,940	$63,800	26
502.10	Associate Director, Admissions	$36,107	$32,292	$34,723	$37,698	$41,051	26
502.20	Assistant Director, Admissions	$27,633	$23,647	$25,800	$28,761	$29,291	23
503.00	Director, Admissions and Registrar	$57,996	$55,946	$57,492	$58,832	$61,116	6
504.00	Registrar	$54,001	$44,700	$49,200	$56,000	$58,700	26
504.10	Associate Registrar	$38,400	$30,866	$37,600	$39,327	$46,000	20
504.20	Assistant Registrar	$29,580	$25,638	$28,382	$30,011	$32,756	20
506.00	Director, Student Financial Aid	$48,468	$42,048	$47,425	$50,000	$56,100	31
506.10	Associate Director, Student Financial Aid	$34,082	$30,984	$32,448	$35,870	$38,016	25
507.00	Director, Food Services	$46,850	$43,814	$44,500	$49,000	$50,000	18
507.10	Associate Director, Food Services	$35,688	$33,000	$34,632	$37,188	$38,400	10
508.00	Director, Student Housing	$51,576	$44,300	$51,000	$52,100	$54,121	24
508.10	Associate Director, Student Housing	$38,019	$30,810	$36,090	$38,757	$43,000	15
508.20	Housing Officer/Administrative Operations	$32,937	$26,748	$30,500	$34,596	$37,000	15
508.30	Housing Officer/Residence Life	$35,600	$25,012	$30,700	$35,658	$41,067	15
508.40	Housing Officer/Family Housing	$31,350	$25,100	$30,864	$31,350	$32,976	7
510.00	Director, Foreign Students	$35,716	$30,000	$35,476	$36,000	$39,626	18
511.00	Director, Student Union	$46,297	$40,000	$45,950	$47,140	$53,004	22
511.10	Associate Director, Student Union	$32,522	$28,269	$31,600	$35,500	$39,500	14
511.20	Student Union Business Manager	$30,372	$24,140	$30,192	$30,372	$35,645	9
512.00	Director, Student Activities	$40,900	$31,177	$37,798	$40,824	$43,320	24
513.00	Director, Student Placement	$47,100	$41,470	$45,900	$48,000	$50,500	27
514.00	Director, Student Counseling	$49,655	$45,600	$48,561	$49,897	$57,804	27
514.10	Associate Director, Student Counseling	$41,000	$33,000	$38,254	$41,172	$46,371	11
515.00	Director, Student Health Services (Physician Administrator)	$71,256	$64,058	$70,710	$72,800	$78,700	24
516.00	Director, Student Health Services (Nurse Administrator)	$35,427	$32,472	$33,620	$35,896	$39,000	10
518.00	Director, Athletics	$70,000	$61,843	$68,836	$72,600	$81,000	29
519.00	Director, Sports Information	$29,844	$26,574	$29,250	$33,152	$36,000	27
521.00	Director, Athletics/Women	$45,000	$34,143	$40,101	$45,000	$50,800	9
522.00	Director, Campus Recreation/Intramurals	$40,296	$28,064	$35,824	$40,700	$42,491	20
524.00	Director, Minority Affairs	$38,000	$36,400	$37,000	$38,000	$40,000	9

Table 11

DOCTORAL LEVEL INSTITUTIONS (CLASS I) WITH BUDGETS OF $192.6 - $295.7 MILLION

CLASSIFICATION: Doct Ins SOURCE OF SUPPORT: Not specified. FTE-ENROLLMENT RANGE: Not specified. 1988/1989 BUDGET RANGE: $192,500,001 thru $295,700,000 CASES SELECTED: 32.

POS	TITLE	MED	20%	40%	60%	80%	CASE
EXECUTIVE							
101.00	Chief Executive Officer, System	$113,000	$104,000	$111,120	$113,500	$115,000	8
101.10	Assistant to the President, System	$56,700	$36,700	$55,695	$64,000	$108,999	6
102.00	Chief Executive Officer, Single Institution	$131,100	$115,000	$127,000	$133,156	$149,551	19
102.10	Assistant to the President, Single Institution	$59,950	$41,160	$48,700	$66,000	$72,100	13
103.00	Executive Vice President	$96,900	$89,500	$95,200	$101,382	$118,703	8
ACADEMIC							
201.00	Chief Academic Officer	$102,585	$89,300	$96,100	$108,000	$117,500	25
201.10	Director, Conferences	$43,250	$32,939	$40,058	$44,030	$49,649	15
202.00	Chief Health Professions Officer	$121,000	$78,385	$98,202	$122,699	$180,000	15
203.00	Director, Library Services	$76,392	$66,700	$73,500	$78,498	$84,460	29
203.10	Circulation Librarian	$31,958	$24,905	$28,850	$32,138	$36,300	28
203.20	Acquisitions Librarian	$36,500	$27,295	$33,250	$37,113	$42,754	27
203.30	Technical Services Librarian	$46,000	$37,666	$44,195	$46,906	$50,000	24
203.40	Public Services Librarian	$49,212	$31,165	$47,227	$49,500	$57,366	17
203.50	Reference Librarian	$37,357	$32,900	$35,065	$37,974	$44,448	25
204.00	Director, Institutional Research	$62,600	$49,686	$53,916	$63,911	$75,920	21
204.10	Associate Director, Institutional Research	$48,505	$39,058	$48,500	$52,584	$66,000	10
205.00	Director, Educational Media Services	$45,398	$36,888	$42,069	$46,400	$50,538	18
206.00	Director, Learning Resources Center	$50,000	$34,386	$47,358	$51,093	$59,779	12
207.00	Director, International Studies Education	$57,642	$39,438	$47,520	$58,025	$69,072	14
208.00	Director, Computer Center Operations/Academic	$67,500	$55,125	$62,300	$68,000	$75,000	23
208.10	Associate Director, Computer Center Operations/Academic	$46,090	$34,406	$43,890	$46,900	$56,000	12
209.00	Administrator, Grants and Contracts	$57,650	$49,617	$54,380	$65,085	$74,779	28
210.00	Dean, Architecture	$80,850	$70,000	$76,400	$83,000	$90,800	13
211.00	Dean, Agriculture	$93,500	$86,120	$90,100	$94,881	$99,001	13
212.00	Dean, Arts and Letters	$81,723	$72,036	$73,398	$82,000	$103,900	6
213.00	Dean, Arts and Sciences	$91,900	$81,600	$88,862	$94,500	$99,750	18
214.00	Dean, Business	$97,300	$84,000	$92,112	$102,000	$117,000	26
215.00	Dean, Communications	$75,288	$66,625	$74,500	$77,500	$88,687	6
216.00	Dean, Continuing Education	$70,000	$55,000	$62,500	$72,450	$78,000	21
217.00	Dean, Dentistry	$103,629	$70,507	$92,114	$105,300	$111,840	10
218.00	Dean, Education	$81,756	$72,500	$79,180	$85,000	$87,000	24
219.00	Dean, Engineering	$94,954	$78,362	$90,804	$104,200	$110,993	26
221.00	Dean, Extension	$84,673	$82,000	$82,480	$85,124	$85,700	6
222.00	Dean, Fine Arts	$81,364	$66,728	$80,000	$83,242	$86,700	11
223.00	Dean, Graduate Programs	$83,300	$65,208	$77,139	$83,600	$98,700	25
224.00	Dean, Health-Related Professions	$80,000	$63,756	$79,576	$81,739	$92,000	10
225.00	Dean, Home Economics	$81,300	$74,500	$76,800	$81,300	$88,000	9
226.00	Dean, Humanities	$79,162	$62,000	$73,500	$90,000	$96,500	6
228.00	Dean, Law	$115,211	$97,375	$112,000	$115,400	$120,000	19
229.00	Dean, Library and Information Sciences	$76,311	$59,230	$75,500	$79,600	$82,000	6
231.00	Dean, Medicine	$157,800	$115,416	$151,221	$160,000	$168,000	15
233.00	Dean, Nursing	$79,165	$68,802	$78,000	$80,700	$86,357	19
235.00	Dean, Pharmacy	$90,000	$60,590	$88,894	$91,887	$95,040	10
237.00	Dean, Sciences	$94,500	$86,920	$93,000	$95,000	$103,401	13
238.00	Dean, Social Sciences	$91,600	$80,600	$90,000	$91,841	$94,534	10
239.00	Dean, Social Work	$78,500	$76,875	$78,000	$80,000	$83,921	8
241.00	Dean, Undergraduate Programs	$70,000	$45,370	$64,294	$70,000	$80,500	7
242.00	Dean, Veterinary Medicine	$100,700	$81,600	$90,720	$100,700	$114,950	5
ADMINISTRATIVE							
301.00	Chief Business Officer	$89,000	$81,712	$87,445	$90,528	$100,000	22
301.01	Chief Administration Officer	$83,000	$65,280	$81,113	$83,000	$96,867	7
301.02	Chief Financial Officer	$85,000	$63,500	$73,645	$85,000	$105,000	7
301.10	Director, Health and Safety	$51,000	$39,100	$45,224	$52,500	$62,500	24
301.20	Director, Telecommunications	$50,336	$43,000	$49,400	$55,596	$60,500	28
302.00	Chief Planning Officer	$75,000	$56,844	$72,786	$75,000	$80,761	9
303.00	Chief Budgeting Officer	$58,000	$50,000	$56,150	$62,564	$71,500	26
303.10	Associate Budget Director	$46,000	$40,000	$45,000	$49,074	$56,826	19
304.00	Chief Planning and Budget Officer	$79,150	$62,402	$69,000	$80,000	$90,000	12
305.00	General Counsel	$71,600	$63,017	$68,000	$73,200	$84,038	16
305.10	Associate General Counsel	$51,189	$39,110	$40,800	$54,148	$57,400	10
306.00	Chief Personnel/Human Resources Officer	$63,450	$49,200	$56,300	$67,121	$78,841	31
306.10	Associate Director, Personnel/Human Resources	$47,950	$42,130	$44,194	$50,018	$53,050	14
306.20	Manager, Benefits	$40,248	$31,360	$37,200	$41,274	$45,389	25
306.30	Manager, Training and Development	$35,441	$28,559	$34,650	$40,300	$42,300	19
306.40	Manager, Employee Relations	$36,993	$34,000	$34,243	$37,355	$44,200	11
306.50	Manager, Labor Relations	$47,746	$36,095	$41,628	$47,746	$55,474	9
306.60	Manager, Employment	$30,953	$26,628	$29,000	$36,979	$42,000	28
306.70	Manager, Wage and Salary/Manager, Compensation	$37,380	$31,777	$34,589	$38,404	$45,700	25
306.80	Manager, Personnel Information Systems	$40,194	$31,020	$36,500	$42,301	$46,209	17
307.00	Director, Affirmative Action/Equal Employment	$51,000	$44,075	$47,555	$55,644	$64,296	26
307.10	Associate Director, Affirmative Action/Equal Employment	$31,904	$27,500	$31,335	$32,549	$38,912	10
309.00	Director, Computer Center	$75,750	$63,438	$69,000	$78,400	$84,460	21
309.10	Associate Director, Computer Center	$59,741	$50,016	$56,000	$60,815	$68,650	12
309.20	Data Base Administrator	$42,915	$36,700	$41,733	$46,000	$49,000	20
309.30	Systems Analyst I (highest level)	$37,780	$32,290	$36,732	$38,588	$40,509	22
309.40	Systems Analyst II (lowest level)	$27,408	$25,095	$26,892	$28,200	$30,858	20
309.50	Programmer Analyst I (highest level)	$30,508	$27,230	$29,386	$31,233	$37,879	28
309.60	Programmer Analyst II (lowest level)	$24,809	$19,407	$24,294	$26,855	$28,875	24
310.00	Director, Computer Center Operations/Administrative	$59,176	$52,000	$56,500	$67,500	$74,200	18
310.10	Associate Director, Computer Center Operations/Administrative	$50,016	$45,634	$49,800	$50,661	$56,000	14
311.00	Director, Information Systems	$69,098	$46,032	$55,000	$70,500	$89,000	10
312.00	Chief, Physical Plant/Facilities Management Officer	$68,700	$57,000	$65,000	$70,959	$78,898	30
312.10	Associate Director, Physical Plant/Facilities Management	$51,110	$41,000	$46,209	$55,200	$59,996	23
312.20	Manager, Landscape and Grounds	$35,675	$28,500	$33,833	$37,370	$41,981	26
312.30	Manager, Building and Maintenance Trades	$35,249	$31,497	$34,523	$39,000	$44,400	26
312.40	Manager, Technical Trades	$35,200	$30,213	$32,757	$35,265	$42,280	17
312.50	Manager, Custodial Services	$35,368	$31,846	$34,782	$37,000	$41,316	25
312.60	Manager, Power Plant	$37,910	$32,054	$35,368	$39,544	$42,800	24

Table 11

DOCTORAL LEVEL INSTITUTIONS (CLASS I) WITH BUDGETS OF $192.6 - $295.7 MILLION (continued)

POS	TITLE	MED	20%	40%	60%	80%	CASE
313.00	Comptroller	$71,000	$58,490	$66,500	$71,500	$78,000	24
313.10	Manager, Payroll	$39,200	$30,200	$38,400	$41,223	$46,144	29
314.00	Director, Accounting	$47,153	$41,439	$46,800	$47,508	$55,231	24
314.10	Staff Accountant (highest level)	$29,444	$24,742	$27,125	$30,359	$33,082	23
314.20	Staff Accountant (lowest level)	$21,783	$19,288	$21,200	$22,382	$24,593	22
315.00	Bursar	$42,133	$35,000	$40,800	$44,280	$49,380	22
315.10	Associate Bursar	$37,344	$30,000	$34,000	$37,653	$39,035	13
316.00	Director, Purchasing	$47,071	$42,808	$45,300	$48,600	$56,251	27
316.10	Associate Director, Purchasing	$35,285	$32,000	$34,875	$37,800	$44,248	19
317.00	Director, Bookstore	$41,500	$35,300	$38,678	$44,000	$52,092	23
317.10	Associate Director, Bookstore	$32,355	$24,773	$29,442	$32,355	$37,517	9
318.00	Director, Internal Audit	$53,255	$43,680	$49,441	$55,000	$61,348	26
319.00	Director, Auxiliary Services	$57,330	$54,500	$55,231	$60,000	$64,600	18
319.10	Manager, Mail Services	$26,000	$22,530	$25,700	$28,340	$31,998	24
320.00	Director, Campus Security	$48,911	$40,300	$43,500	$50,500	$60,368	31
321.00	Director, Risk Management and Insurance	$43,800	$33,042	$42,010	$44,630	$52,991	20
322.00	Administrator, Hospital Medical Center	$123,596	$62,700	$111,200	$123,596	$133,200	9
322.10	Director, Medical Center Public Relations/Affairs	$48,273	$38,000	$43,948	$49,855	$53,000	8
EXTERNAL AFFAIRS							
401.00	Chief Development Officer	$78,021	$62,392	$69,699	$80,172	$88,600	21
401.10	Director, Annual Giving	$41,140	$34,380	$38,000	$43,864	$51,750	15
401.20	Director, Corporate/Foundation Relations	$46,416	$40,000	$42,300	$50,714	$55,000	18
401.30	Coordinator, Resource Development	$27,000	$24,388	$26,438	$27,020	$31,000	12
401.40	Director, Estate Planning	$53,560	$41,744	$47,170	$55,381	$56,400	13
402.00	Chief Public Relations Officer	$69,850	$54,800	$59,500	$71,292	$82,000	23
402.10	Director, Governmental/Legislative Relations	$54,375	$46,783	$52,000	$60,000	$67,600	16
403.00	Chief Development and Public Relations Officer	$93,300	$83,545	$92,758	$93,300	$115,000	9
404.00	Director, Alumni Affairs	$54,000	$42,727	$50,556	$55,500	$64,000	22
405.00	Director, Development and Alumni Affairs	$68,500	$58,418	$65,000	$72,000	$72,974	6
406.00	Director, Special and Deferred Gifts	$53,166	$46,590	$51,670	$53,318	$54,436	8
408.00	Director, Community Services	$56,000	$38,587	$51,399	$61,348	$66,000	6
409.00	Director, Publications	$40,203	$32,850	$39,896	$45,000	$54,551	25
409.10	Associate Director, Publications	$34,192	$29,030	$33,678	$34,192	$35,223	5
409.20	Manager, Printing Services	$37,653	$29,595	$34,734	$38,678	$43,635	23
410.00	Director, Information Office	$56,911	$51,086	$55,000	$57,876	$62,400	14
411.00	Director, News Bureau	$36,120	$31,700	$33,932	$37,361	$41,153	18
STUDENT SERVICES							
501.00	Chief Student Affairs Officer	$77,100	$64,800	$72,500	$82,150	$89,000	28
502.00	Director, Admissions	$54,500	$44,050	$51,000	$56,000	$63,600	27
502.10	Associate Director, Admissions	$37,300	$29,856	$34,588	$38,500	$43,635	23
502.20	Assistant Director, Admissions	$29,071	$23,200	$26,785	$29,300	$34,092	15
503.00	Director, Admissions and Registrar	$60,761	$55,900	$60,156	$71,973	$76,460	11
504.00	Registrar	$49,000	$42,500	$46,523	$49,692	$57,096	29
504.10	Associate Registrar	$38,932	$26,565	$36,900	$39,200	$42,775	17
504.20	Assistant Registrar	$27,750	$22,796	$26,643	$28,675	$31,740	19
506.00	Director, Student Financial Aid	$50,000	$43,000	$47,800	$50,500	$54,498	31
506.10	Associate Director, Student Financial Aid	$35,901	$29,000	$34,000	$37,000	$39,270	23
507.00	Director, Food Services	$46,500	$35,700	$45,648	$48,705	$55,806	19
507.10	Associate Director, Food Services	$42,175	$35,368	$37,800	$42,175	$45,677	9
508.00	Director, Student Housing	$54,500	$40,500	$48,301	$57,877	$59,750	23
508.10	Associate Director, Student Housing	$41,490	$33,434	$38,955	$42,310	$47,475	16
508.20	Housing Officer/Administrative Operations	$35,650	$34,800	$35,650	$36,054	$42,071	12
508.30	Housing Officer/Residence Life	$34,300	$27,741	$32,075	$34,500	$36,500	15
508.40	Housing Officer/Family Housing	$30,681	$22,850	$27,575	$30,681	$32,203	5
509.00	Director, Housing and Food Service	$58,188	$48,900	$51,193	$58,188	$69,588	5
510.00	Director, Foreign Students	$39,638	$34,000	$36,829	$42,000	$48,723	18
511.00	Director, Student Union	$49,140	$38,100	$45,120	$51,600	$55,950	23
511.10	Associate Director, Student Union	$36,800	$27,500	$33,792	$37,200	$41,385	13
511.20	Student Union Business Manager	$32,400	$24,767	$31,104	$32,454	$36,838	12
512.00	Director, Student Activities	$37,728	$34,500	$37,646	$39,396	$50,719	22
513.00	Director, Student Placement	$43,346	$39,334	$43,000	$46,800	$52,991	28
514.00	Director, Student Counseling	$50,566	$40,305	$46,638	$51,780	$57,352	25
514.10	Associate Director, Student Counseling	$39,835	$36,600	$39,388	$40,388	$45,055	13
515.00	Director, Student Health Services (Physician Administrator)	$73,500	$56,200	$70,350	$81,500	$91,592	25
516.00	Director, Student Health Services (Nurse Administrator)	$34,880	$29,847	$34,657	$34,880	$36,033	9
517.00	Director, Campus Ministries	$46,000	$36,060	$37,867	$47,640	$52,000	8
518.00	Director, Athletics	$79,497	$65,000	$76,107	$85,000	$92,622	29
519.00	Director, Sports Information	$36,000	$28,000	$31,999	$38,800	$46,464	22
520.00	Director, Athletics/Men	$50,548	$39,200	$46,900	$50,548	$64,363	7
521.00	Director, Athletics/Women	$44,919	$32,200	$37,000	$45,474	$47,025	10
522.00	Director, Campus Recreation/Intramurals	$37,500	$29,385	$35,343	$42,347	$44,690	26
524.00	Director, Minority Affairs	$40,830	$26,083	$36,750	$46,000	$48,800	12

Table 12

DOCTORAL LEVEL INSTITUTIONS (CLASS I) WITH BUDGETS OF $295.8 MILLION OR MORE

CLASSIFICATION: Doct Ins **SOURCE OF SUPPORT:** Not specified. **FTE-ENROLLMENT RANGE:** Not specified. **1988/1989 BUDGET RANGE:** $295,700,001 thru Max budget. **CASES SELECTED:** 33.

POS	TITLE	MED	20%	40%	60%	80%	CASE
EXECUTIVE							
101.00	Chief Executive Officer, System	$126,225	$109,167	$112,000	$126,225	$147,000	9
101.10	Assistant to the President, System	$64,000	$51,000	$63,615	$64,601	$67,666	8
102.00	Chief Executive Officer, Single Institution	$130,750	$116,600	$126,423	$142,900	$144,000	18
102.10	Assistant to the President, Single Institution	$59,500	$49,700	$56,139	$68,250	$78,000	14
103.00	Executive Vice President	$98,000	$80,000	$92,727	$119,000	$145,000	8
ACADEMIC							
201.00	Chief Academic Officer	$114,500	$101,650	$111,426	$115,650	$140,000	27
201.10	Director, Conferences	$48,000	$35,000	$45,000	$50,805	$53,000	13
202.00	Chief Health Professions Officer	$131,300	$84,300	$109,666	$177,790	$182,100	13
203.00	Director, Library Services	$89,068	$73,000	$80,550	$91,500	$93,800	25
203.10	Circulation Librarian	$33,000	$28,660	$31,876	$36,220	$39,000	24
203.20	Acquisitions Librarian	$39,844	$35,592	$37,008	$41,404	$44,266	23
203.30	Technical Services Librarian	$53,601	$47,700	$52,488	$54,691	$61,000	22
203.40	Public Services Librarian	$54,533	$47,652	$51,372	$57,000	$59,859	20
203.50	Reference Librarian	$41,696	$35,777	$40,000	$43,350	$49,110	24
204.00	Director, Institutional Research	$57,650	$51,000	$55,124	$58,775	$60,800	21
204.10	Associate Director, Institutional Research	$43,288	$36,605	$41,365	$46,800	$54,612	8
205.00	Director, Educational Media Services	$52,440	$42,993	$46,800	$55,942	$57,900	13
206.00	Director, Learning Resources Center	$62,488	$45,164	$49,268	$67,501	$70,500	10
207.00	Director, International Studies Education	$67,250	$48,100	$54,384	$68,300	$78,471	15
208.00	Director, Computer Center Operations/Academic	$75,276	$60,805	$70,200	$84,640	$90,950	23
208.10	Associate Director, Computer Center Operations/Academic	$59,565	$50,268	$57,432	$66,600	$71,472	18
209.00	Administrator, Grants and Contracts	$67,500	$57,550	$66,155	$73,000	$78,825	29
210.00	Dean, Architecture	$93,745	$83,100	$90,200	$94,500	$97,000	13
211.00	Dean, Agriculture	$103,496	$92,400	$102,100	$105,000	$110,400	12
212.00	Dean, Arts and Letters	$92,150	$85,800	$92,000	$107,000	$114,075	6
213.00	Dean, Arts and Sciences	$99,544	$90,000	$97,000	$103,680	$121,000	18
214.00	Dean, Business	$102,150	$99,500	$101,500	$114,075	$129,600	24
215.00	Dean, Communications	$88,000	$80,000	$85,387	$93,500	$96,369	13
216.00	Dean, Continuing Education	$76,920	$60,500	$72,946	$80,000	$89,625	16
217.00	Dean, Dentistry	$107,318	$95,996	$105,000	$108,000	$129,000	11
218.00	Dean, Education	$88,000	$82,000	$86,330	$93,120	$99,700	25
219.00	Dean, Engineering	$109,415	$96,000	$105,437	$117,250	$130,000	25
221.00	Dean, Extension	$98,577	$85,300	$95,000	$98,577	$103,200	5
222.00	Dean, Fine Arts	$84,300	$58,800	$74,595	$85,000	$90,000	10
223.00	Dean, Graduate Programs	$97,675	$86,812	$95,500	$99,200	$102,750	19
224.00	Dean, Health-Related Professions	$80,980	$74,635	$75,600	$80,980	$92,747	7
225.00	Dean, Home Economics	$85,025	$78,350	$85,000	$88,680	$89,100	8
226.00	Dean, Humanities	$93,120	$83,600	$89,600	$93,120	$93,300	5
228.00	Dean, Law	$116,000	$104,500	$113,000	$130,000	$134,000	18
229.00	Dean, Library and Information Sciences	$89,068	$73,500	$83,800	$91,000	$98,900	8
231.00	Dean, Medicine	$165,000	$119,600	$158,500	$177,000	$198,679	19
232.00	Dean, Music	$87,000	$63,098	$86,400	$87,000	$94,300	9
233.00	Dean, Nursing	$89,634	$79,050	$87,000	$92,160	$99,700	16
235.00	Dean, Pharmacy	$96,547	$87,500	$92,300	$97,122	$105,000	14
236.00	Dean, Public Health	$117,300	$102,692	$112,025	$119,084	$160,000	6
237.00	Dean, Sciences	$101,500	$83,700	$97,009	$101,500	$104,500	7
238.00	Dean, Social Sciences	$99,120	$91,000	$97,500	$100,500	$103,275	6
239.00	Dean, Social Work	$84,250	$78,800	$80,874	$85,500	$95,000	15
242.00	Dean, Veterinary Medicine	$96,000	$90,000	$93,720	$96,525	$114,110	10
ADMINISTRATIVE							
301.00	Chief Business Officer	$99,775	$87,000	$96,840	$104,800	$122,500	24
301.01	Chief Administration Officer	$103,000	$84,555	$85,798	$103,000	$110,000	5
301.02	Chief Financial Officer	$82,000	$61,577	$71,000	$82,000	$96,840	7
301.10	Director, Health and Safety	$58,600	$48,000	$55,032	$58,830	$66,885	25
301.20	Director, Telecommunications	$55,868	$49,000	$[illegible]500	$60,240	$68,500	23
302.00	Chief Planning Officer	$61,950	$53,000	$61,000	$82,475	$94,000	8
303.00	Chief Budgeting Officer	$60,960	$52,799	$58,775	$70,000	$76,800	18
303.10	Associate Budget Director	$54,600	$46,750	$51,550	$55,000	$69,468	12
304.00	Chief Planning and Budget Officer	$76,783	$72,003	$76,300	$76,783	$97,675	9
305.00	General Counsel	$80,200	$65,790	$73,638	$81,170	$102,000	25
305.10	Associate General Counsel	$56,160	$41,769	$50,766	$56,724	$59,466	14
306.00	Chief Personnel/Human Resources Officer	$73,178	$59,150	$69,463	$78,500	$94,500	25
306.10	Associate Director, Personnel/Human Resources	$55,100	$44,250	$46,750	$55,165	$63,300	13
306.20	Manager, Benefits	$42,260	$35,215	$41,000	$45,000	$51,120	24
306.30	Manager, Training and Development	$39,000	$29,263	$37,000	$43,000	$46,000	20
306.40	Manager, Employee Relations	$41,500	$34,800	$40,000	$43,241	$66,101	12
306.50	Manager, Labor Relations	$42,440	$39,885	$40,000	$47,652	$49,992	13
306.60	Manager, Employment	$40,800	$33,800	$38,000	$41,000	$45,040	27
306.70	Manager, Wage and Salary/Manager, Compensation	$42,000	$32,645	$37,200	$42,500	$45,000	21
306.80	Manager, Personnel Information Systems	$41,372	$32,337	$38,916	$42,744	$54,575	16
307.00	Director, Affirmative Action/Equal Employment	$51,000	$44,405	$48,000	$58,000	$69,975	26
307.10	Associate Director, Affirmative Action/Equal Employment	$36,757	$27,371	$34,522	$39,000	$42,765	12
309.00	Director, Computer Center	$76,900	$63,300	$72,804	$82,308	$88,970	14
309.10	Associate Director, Computer Center	$62,751	$56,346	$58,453	$62,751	$69,700	9
309.20	Data Base Administrator	$46,527	$39,270	$43,000	$48,000	$56,005	11
309.30	Systems Analyst I (highest level)	$38,600	$33,856	$38,000	$38,791	$42,571	22
309.40	Systems Analyst II (lowest level)	$30,996	$27,392	$30,647	$31,236	$33,053	19
309.50	Programmer Analyst I (highest level)	$34,257	$27,829	$29,000	$36,475	$37,864	28
309.60	Programmer Analyst II (lowest level)	$24,641	$22,147	$23,757	$25,600	$31,788	25
310.00	Director, Computer Center Operations/Administrative	$68,000	$56,600	$61,000	$74,400	$81,863	21
310.10	Associate Director, Computer Center Operations/Administrative	$56,700	$48,392	$54,442	$57,537	$60,500	13
311.00	Director, Information Systems	$71,295	$50,748	$70,200	$74,400	$88,970	14
312.00	Chief, Physical Plant/Facilities Management Officer	$76,799	$64,000	$71,037	$78,000	$89,866	25
312.10	Associate Director, Physical Plant/Facilities Management	$57,156	$50,937	$54,494	$59,000	$70,647	22
312.20	Manager, Landscape and Grounds	$39,990	$32,109	$36,240	$42,000	$53,600	25
312.30	Manager, Building and Maintenance Trades	$44,282	$39,377	$42,840	$45,670	$52,800	24
312.40	Manager, Technical Trades	$43,385	$37,929	$42,800	$43,849	$47,800	13
312.50	Manager, Custodial Services	$36,000	$31,344	$35,224	$40,294	$51,600	26

Table 12

DOCTORAL LEVEL INSTITUTIONS (CLASS I) WITH BUDGETS OF $295.8 MILLION OR MORE (continued)

POS	TITLE	MED	20%	40%	60%	80%	CASE
312.60	Manager, Power Plant	$46,500	$38,688	$44,500	$48,000	$59,000	22
313.00	Comptroller	$72,400	$64,500	$69,000	$75,700	$87,500	26
313.10	Manager, Payroll	$45,600	$34,838	$42,354	$47,850	$50,661	30
314.00	Director, Accounting	$52,000	$46,725	$50,152	$59,004	$61,800	23
314.10	Staff Accountant (highest level)	$29,709	$25,137	$28,873	$32,500	$37,135	25
314.20	Staff Accountant (lowest level)	$22,069	$20,261	$21,500	$24,089	$26,045	26
315.00	Bursar	$51,750	$44,400	$51,240	$53,625	$55,940	14
315.10	Associate Bursar	$38,000	$34,500	$36,750	$40,900	$45,025	8
316.00	Director, Purchasing	$52,890	$46,000	$52,000	$54,654	$63,500	29
316.10	Associate Director, Purchasing	$44,760	$38,125	$41,388	$46,500	$50,913	15
317.00	Director, Bookstore	$44,275	$39,990	$44,014	$46,800	$53,042	17
317.10	Associate Director, Bookstore	$33,186	$29,419	$32,063	$37,690	$44,712	12
318.00	Director, Internal Audit	$59,100	$51,175	$57,000	$60,600	$72,900	25
319.00	Director, Auxiliary Services	$64,000	$50,500	$60,240	$67,500	$73,200	17
319.10	Manager, Mail Services	$28,999	$25,000	$27,152	$30,590	$40,568	26
320.00	Director, Campus Security	$58,591	$44,050	$53,050	$60,000	$64,800	27
321.00	Director, Risk Management and Insurance	$52,050	$47,330	$50,500	$59,200	$65,000	23
322.00	Administrator, Hospital Medical Center	$112,590	$90,950	$109,700	$122,000	$160,500	10
322.10	Director, Medical Center Public Relations/Affairs	$50,520	$37,500	$44,694	$62,400	$73,250	16
322.20	Director, Medical Center Personnel	$55,100	$49,450	$55,000	$55,100	$66,941	9
EXTERNAL AFFAIRS							
401.00	Chief Development Officer	$93,600	$70,941	$90,000	$94,575	$124,000	17
401.10	Director, Annual Giving	$50,400	$37,440	$47,160	$50,925	$56,970	15
401.20	Director, Corporate/Foundation Relations	$61,000	$33,409	$55,000	$63,500	$76,950	17
401.30	Coordinator, Resource Development	$37,440	$30,900	$34,980	$38,868	$40,000	8
401.40	Director, Estate Planning	$56,970	$35,616	$55,440	$68,494	$78,151	11
402.00	Chief Public Relations Officer	$72,610	$60,000	$72,000	$76,500	$90,000	22
402.10	Director, Governmental/Legislative Relations	$76,685	$56,231	$72,800	$84,000	$89,160	15
403.00	Chief Development and Public Relations Officer	$96,360	$90,500	$94,950	$103,000	$112,150	6
404.00	Director, Alumni Affairs	$65,250	$46,700	$60,624	$67,000	$73,000	22
406.00	Director, Special and Deferred Gifts	$55,920	$36,978	$50,000	$57,263	$66,300	14
408.00	Director, Community Services	$45,050	$39,200	$44,670	$60,500	$73,000	8
409.00	Director, Publications	$45,520	$35,741	$42,500	$48,150	$54,810	22
409.10	Associate Director, Publications	$33,014	$28,000	$29,488	$33,576	$39,720	8
409.20	Manager, Printing Services	$42,500	$31,000	$36,587	$44,860	$48,000	21
410.00	Director, Information Office	$49,850	$43,000	$49,220	$52,000	$62,196	18
411.00	Director, News Bureau	$50,950	$35,543	$38,000	$51,207	$70,100	11
STUDENT SERVICES							
501.00	Chief Student Affairs Officer	$86,400	$70,000	$82,029	$87,529	$97,250	26
502.00	Director, Admissions	$59,500	$50,030	$56,516	$60,360	$72,500	27
502.10	Associate Director, Admissions	$39,000	$34,290	$37,510	$40,066	$46,048	26
502.20	Assistant Director, Admissions	$30,859	$25,075	$29,100	$32,976	$35,809	21
504.00	Registrar	$59,371	$50,938	$55,400	$60,000	$62,100	28
504.10	Associate Registrar	$42,747	$34,080	$39,939	$44,143	$47,982	18
504.20	Assistant Registrar	$31,281	$27,000	$29,970	$34,092	$39,150	22
506.00	Director, Student Financial Aid	$55,000	$48,207	$50,400	$58,586	$61,900	31
506.10	Associate Director, Student Financial Aid	$37,320	$31,000	$35,437	$39,000	$46,273	24
507.00	Director, Food Services	$59,200	$48,500	$55,440	$60,116	$63,026	15
507.10	Associate Director, Food Services	$43,000	$30,700	$41,977	$45,688	$56,298	12
508.00	Director, Student Housing	$57,219	$35,959	$49,000	$60,850	$70,000	21
508.10	Associate Director, Student Housing	$39,069	$27,891	$32,400	$44,000	$49,750	13
508.20	Housing Officer/Administrative Operations	$41,680	$31,310	$36,556	$44,500	$46,750	13
508.30	Housing Officer/Residence Life	$37,100	$27,300	$34,066	$40,800	$48,966	17
508.40	Housing Officer/Family Housing	$34,000	$28,173	$29,500	$36,066	$47,300	18
509.00	Director, Housing and Food Service	$67,575	$64,000	$65,688	$71,400	$76,600	10
510.00	Director, Foreign Students	$43,800	$32,222	$38,200	$45,240	$50,000	21
511.00	Director, Student Union	$50,694	$42,200	$45,972	$51,142	$57,530	23
511.10	Associate Director, Student Union	$39,824	$33,803	$35,196	$41,040	$51,600	12
511.20	Student Union Business Manager	$31,800	$26,030	$30,500	$36,560	$47,200	16
512.00	Director, Student Activities	$47,650	$35,400	$41,100	$49,000	$55,613	19
513.00	Director, Student Placement	$49,700	$39,120	$48,000	$50,160	$57,226	30
514.00	Director, Student Counseling	$54,500	$45,000	$53,317	$55,381	$62,000	25
514.10	Associate Director, Student Counseling	$43,529	$34,000	$35,189	$43,753	$44,429	13
515.00	Director, Student Health Services (Physician Administrator)	$86,212	$75,790	$82,330	$91,453	$100,000	28
516.00	Director, Student Health Services (Nurse Administrator)	$36,336	$33,200	$36,200	$36,505	$50,786	12
517.00	Director, Campus Ministries	$49,700	$27,750	$29,584	$49,700	$55,100	5
518.00	Director, Athletics	$93,000	$83,550	$88,680	$93,500	$98,400	23
519.00	Director, Sports Information	$38,099	$30,600	$32,400	$40,800	$44,000	25
520.00	Director, Athletics/Men	$51,700	$48,100	$50,852	$51,700	$68,040	5
521.00	Director, Athletics/Women	$49,047	$47,820	$48,150	$50,254	$54,840	10
522.00	Director, Campus Recreation/Intramurals	$46,086	$34,650	$42,640	$48,000	$53,200	21
524.00	Director, Minority Affairs	$39,843	$28,552	$36,888	$45,670	$60,625	12

Table 13

COMPREHENSIVE INSTITUTIONS (CLASS IIA) WITH BUDGETS OF $21.0 MILLION OR LESS

CLASSIFICATION: Comp Ins **SOURCE OF SUPPORT:** Not specified. **FTE-ENROLLMENT RANGE:** Not specified. **1988/1989 BUDGET RANGE:** Zero thru $21,000,000 **CASES SELECTED:** 73.

POS	TITLE	MED	20%	40%	60%	80%	CASE
EXECUTIVE							
102.00	Chief Executive Officer, Single Institution	$82,000	$70,000	$77,000	$85,000	$94,500	68
102.10	Assistant to the President, Single Institution	$40,434	$24,000	$37,065	$42,590	$51,459	22
103.00	Executive Vice President	$70,000	$29,840	$53,139	$70,000	$76,000	7
ACADEMIC							
201.00	Chief Academic Officer	$61,800	$49,079	$57,700	$64,822	$71,000	66
201.10	Director, Conferences	$28,800	$18,000	$28,596	$33,800	$35,000	12
203.00	Director, Library Services	$37,308	$30,680	$33,776	$40,537	$45,300	68
203.10	Circulation Librarian	$22,000	$16,600	$21,500	$23,000	$24,500	28
203.20	Acquisitions Librarian	$25,000	$18,072	$21,800	$25,595	$30,554	25
203.30	Technical Services Librarian	$24,596	$21,500	$24,000	$26,000	$30,700	42
203.40	Public Services Librarian	$24,125	$20,100	$23,000	$26,718	$29,172	20
203.50	Reference Librarian	$23,005	$19,258	$21,500	$23,383	$28,500	47
204.00	Director, Institutional Research	$41,000	$25,000	$37,275	$41,800	$47,500	17
205.00	Director, Educational Media Services	$29,500	$20,399	$26,876	$29,628	$39,594	24
206.00	Director, Learning Resources Center	$28,000	$23,260	$27,370	$28,982	$35,634	13
207.00	Director, International Studies Education	$31,100	$23,205	$25,824	$31,100	$31,500	5
208.00	Director, Computer Center Operations/Academic	$32,900	$23,000	$27,300	$38,007	$42,054	20
208.10	Associate Director, Computer Center Operations/Academic	$28,000	$20,000	$20,906	$34,350	$37,949	6
209.00	Administrator, Grants and Contracts	$27,983	$25,204	$27,724	$35,000	$52,420	12
212.00	Dean, Arts and Letters	$49,000	$42,183	$47,932	$49,000	$52,717	7
213.00	Dean, Arts and Sciences	$55,000	$48,865	$53,249	$55,100	$63,300	13
214.00	Dean, Business	$54,250	$46,044	$50,425	$57,973	$63,000	24
216.00	Dean, Continuing Education	$41,000	$31,000	$35,277	$42,860	$50,260	23
218.00	Dean, Education	$49,000	$41,800	$46,000	$53,238	$57,500	18
219.00	Dean, Engineering	$58,500	$43,350	$57,800	$67,473	$72,000	6
222.00	Dean, Fine Arts	$49,227	$41,871	$48,167	$49,227	$54,237	9
223.00	Dean, Graduate Programs	$45,000	$36,038	$42,000	$48,500	$55,100	30
224.00	Dean, Health-Related Professions	$58,300	$47,650	$52,000	$58,300	$63,690	5
226.00	Dean, Humanities	$42,183	$29,328	$32,240	$42,183	$45,210	5
233.00	Dean, Nursing	$41,837	$36,050	$41,300	$48,240	$53,856	13
237.00	Dean, Sciences	$58,306	$41,000	$49,910	$58,306	$65,000	7
241.00	Dean, Undergraduate Programs	$44,000	$37,000	$40,000	$44,686	$48,000	11
ADMINISTRATIVE							
301.00	Chief Business Officer	$55,000	$43,466	$52,018	$60,000	$70,720	66
301.01	Chief Administration Officer	$58,626	$49,000	$52,000	$58,626	$62,000	5
301.02	Chief Financial Officer	$43,680	$40,000	$42,500	$46,000	$57,000	12
301.20	Director, Telecommunications	$28,551	$14,040	$25,000	$28,551	$28,875	5
303.00	Chief Budgeting Officer	$39,300	$29,400	$37,860	$40,000	$43,860	12
303.10	Associate Budget Director	$30,000	$22,139	$27,000	$30,000	$30,750	5
306.00	Chief Personnel/Human Resources Officer	$30,000	$26,000	$28,682	$31,736	$35,823	25
306.10	Associate Director, Personnel/Human Resources	$28,000	$17,115	$20,000	$28,000	$30,820	5
306.20	Manager, Benefits	$22,000	$17,066	$21,228	$22,000	$23,533	5
307.00	Director, Affirmative Action/Equal Employment	$30,500	$16,928	$29,658	$30,500	$36,500	7
308.00	Director, Personnel and Affirmative Action	$33,800	$24,000	$32,000	$34,300	$42,800	13
309.00	Director, Computer Center	$37,951	$31,500	$36,167	$42,830	$46,250	28
309.10	Associate Director, Computer Center	$28,500	$22,260	$26,750	$28,875	$36,832	10
309.20	Data Base Administrator	$23,886	$18,500	$21,000	$25,200	$30,381	6
309.30	Systems Analyst I (highest level)	$29,107	$25,960	$29,000	$31,200	$34,000	10
309.40	Systems Analyst II (lowest level)	$21,630	$18,000	$21,500	$21,630	$23,120	9
309.50	Programmer Analyst I (highest level)	$25,650	$18,700	$23,000	$26,000	$30,340	22
309.60	Programmer Analyst II (lowest level)	$20,000	$16,250	$18,400	$20,666	$28,800	17
310.00	Director, Computer Center Operations/Administrative	$37,861	$31,400	$35,500	$38,800	$45,576	18
310.10	Associate Director, Computer Center Operations/Administrative	$22,098	$16,906	$20,400	$22,098	$31,200	7
311.00	Director, Information Systems	$40,800	$34,400	$39,170	$42,300	$56,521	14
312.00	Chief, Physical Plant/Facilities Management Officer	$37,000	$29,613	$34,944	$39,500	$45,760	59
312.10	Associate Director, Physical Plant/Facilities Management	$28,000	$23,472	$26,125	$29,910	$32,000	23
312.20	Manager, Landscape and Grounds	$24,500	$19,200	$23,911	$25,000	$28,080	24
312.30	Manager, Building and Maintenance Trades	$25,122	$21,465	$25,000	$26,300	$29,640	20
312.40	Manager, Technical Trades	$28,258	$16,320	$17,000	$28,584	$28,677	6
312.50	Manager, Custodial Services	$23,000	$18,300	$20,000	$25,100	$26,569	23
312.60	Manager, Power Plant	$28,343	$21,465	$27,528	$29,815	$34,000	6
313.00	Comptroller	$38,700	$28,700	$35,836	$40,300	$46,230	39
313.10	Manager, Payroll	$18,972	$16,485	$18,400	$19,481	$25,210	19
314.00	Director, Accounting	$27,000	$23,600	$25,750	$27,958	$30,852	20
314.10	Staff Accountant (highest level)	$24,725	$18,540	$21,500	$25,400	$27,500	21
314.20	Staff Accountant (lowest level)	$16,961	$12,012	$16,764	$18,000	$25,000	12
315.00	Bursar	$29,472	$19,000	$28,550	$29,500	$30,870	12
316.00	Director, Purchasing	$27,100	$20,269	$26,500	$27,629	$31,813	30
317.00	Director, Bookstore	$23,500	$19,000	$22,500	$24,448	$27,100	47
319.00	Director, Auxiliary Services	$40,000	$26,000	$38,955	$40,514	$42,761	15
319.10	Manager, Mail Services	$18,000	$14,604	$15,420	$18,888	$20,975	19
320.00	Director, Campus Security	$25,470	$20,334	$24,500	$28,764	$32,700	40
EXTERNAL AFFAIRS							
401.00	Chief Development Officer	$55,000	$40,000	$49,850	$57,346	$64,000	49
401.10	Director, Annual Giving	$28,800	$24,045	$28,000	$30,000	$36,700	27
401.20	Director, Corporate/Foundation Relations	$35,000	$26,000	$33,500	$37,000	$43,575	17
401.30	Coordinator, Resource Development	$18,062	$16,000	$17,800	$19,500	$23,338	14
401.40	Director, Estate Planning	$39,000	$34,000	$37,330	$40,566	$41,500	8
402.00	Chief Public Relations Officer	$28,560	$24,000	$26,500	$34,836	$40,422	33
403.00	Chief Development and Public Relations Officer	$43,350	$38,579	$42,760	$43,350	$51,911	7
404.00	Director, Alumni Affairs	$26,000	$21,400	$25,079	$28,356	$32,130	50
405.00	Director, Development and Alumni Affairs	$40,000	$30,000	$35,210	$40,000	$42,017	5
406.00	Director, Special and Deferred Gifts	$31,000	$25,000	$28,100	$34,066	$37,500	8
407.00	Director, Church Relations	$33,188	$22,500	$25,200	$33,188	$40,000	7
409.00	Director, Publications	$27,000	$21,067	$24,000	$27,560	$30,600	19
409.10	Associate Director, Publications	$23,320	$17,025	$23,000	$24,250	$26,110	8
409.20	Manager, Printing Services	$21,600	$18,000	$21,600	$21,633	$26,000	14
410.00	Director, Information Office	$27,500	$22,093	$26,545	$29,605	$33,350	25
411.00	Director, News Bureau	$22,800	$18,900	$21,000	$26,148	$27,500	12

Table 13

COMPREHENSIVE INSTITUTIONS (CLASS IIA) WITH BUDGETS OF $21.0 MILLION OR LESS (continued)

POS	TITLE	MED	20%	40%	60%	80%	CASE
	STUDENT SERVICES						
501.00	Chief Student Affairs Officer	$45,000	$32,886	$42,000	$47,000	$54,000	66
502.00	Director, Admissions	$33,630	$28,551	$32,175	$35,250	$40,243	53
502.10	Associate Director, Admissions	$25,000	$21,050	$24,000	$25,625	$30,000	27
502.20	Assistant Director, Admissions	$20,500	$18,000	$20,000	$21,000	$24,500	32
503.00	Director, Admissions and Registrar	$42,650	$31,500	$40,400	$42,650	$43,008	5
504.00	Registrar	$31,065	$23,922	$29,706	$33,000	$37,500	62
504.10	Associate Registrar	$24,000	$21,874	$22,953	$24,000	$29,120	9
504.20	Assistant Registrar	$20,000	$15,500	$19,600	$21,000	$23,239	23
505.00	Director, Admissions and Financial Aid	$40,793	$27,810	$31,601	$43,100	$50,375	10
506.00	Director, Student Financial Aid	$30,390	$26,000	$28,486	$31,775	$35,650	58
506.10	Associate Director, Student Financial Aid	$21,840	$18,238	$19,925	$22,050	$24,250	25
507.00	Director, Food Services	$25,812	$20,000	$22,000	$30,852	$33,250	18
507.10	Associate Director, Food Services	$24,500	$14,560	$21,866	$30,950	$32,050	6
508.00	Director, Student Housing	$25,000	$19,500	$23,595	$27,500	$32,500	32
508.10	Associate Director, Student Housing	$16,730	$13,400	$14,997	$22,647	$23,000	6
508.30	Housing Officer/Residence Life	$22,000	$18,123	$19,530	$24,000	$27,504	13
510.00	Director, Foreign Students	$26,952	$20,000	$23,500	$26,952	$28,350	9
511.00	Director, Student Union	$29,802	$25,000	$29,526	$30,000	$35,394	12
512.00	Director, Student Activities	$23,868	$18,000	$23,000	$27,742	$29,778	31
513.00	Director, Student Placement	$27,237	$21,500	$24,895	$28,510	$32,430	41
514.00	Director, Student Counseling	$30,000	$22,722	$27,855	$32,389	$36,540	34
514.10	Associate Director, Student Counseling	$22,000	$15,140	$21,030	$22,440	$22,588	8
516.00	Director, Student Health Services (Nurse Administrator)	$22,906	$18,200	$21,100	$26,305	$29,154	29
517.00	Director, Campus Ministries	$23,100	$18,817	$21,000	$27,216	$34,769	18
518.00	Director, Athletics	$40,000	$28,993	$36,825	$42,250	$45,500	43
519.00	Director, Sports Information	$23,000	$19,000	$21,200	$23,963	$25,270	18
521.00	Director, Athletics/Women	$25,000	$16,449	$22,320	$26,208	$26,500	6
522.00	Director, Campus Recreation/Intramurals	$20,987	$19,000	$20,000	$22,200	$26,824	13
523.00	Director, Enrollment Management	$53,000	$41,560	$43,662	$53,000	$56,136	5
524.00	Director, Minority Affairs	$22,719	$18,400	$20,800	$23,000	$24,000	8

Table 14

COMPREHENSIVE INSTITUTIONS (CLASS IIA) WITH BUDGETS OF $21.1 - $32.9 MILLION

CLASSIFICATION: Comp Ins SOURCE OF SUPPORT: Not specified. FTE-ENROLLMENT RANGE: Not specified. 1988/1989 BUDGET RANGE: $21,000,001 thru $32,900,000 CASES SELECTED: 69.

POS	TITLE	MED	20%	40%	60%	80%	CASE
EXECUTIVE							
102.00	Chief Executive Officer, Single Institution	$90,000	$78,378	$85,860	$90,790	$100,000	63
102.10	Assistant to the President, Single Institution	$43,000	$29,425	$38,923	$46,320	$56,184	29
103.00	Executive Vice President	$63,000	$50,100	$57,175	$68,000	$78,960	18
ACADEMIC							
201.00	Chief Academic Officer	$70,391	$63,000	$67,985	$74,000	$80,000	65
201.10	Director, Conferences	$32,900	$25,000	$26,000	$35,281	$39,620	11
203.00	Director, Library Services	$47,168	$39,665	$44,750	$48,000	$52,102	62
203.10	Circulation Librarian	$25,604	$19,944	$23,128	$26,000	$29,196	41
203.20	Acquisitions Librarian	$27,038	$23,112	$26,268	$28,564	$32,457	39
203.30	Technical Services Librarian	$30,500	$25,132	$29,810	$32,676	$35,717	50
203.40	Public Services Librarian	$29,106	$24,500	$27,960	$31,441	$37,780	34
203.50	Reference Librarian	$27,145	$22,000	$25,399	$28,141	$31,817	53
204.00	Director, Institutional Research	$46,329	$32,575	$41,130	$48,960	$54,945	36
204.10	Associate Director, Institutional Research	$33,800	$25,000	$30,208	$36,011	$37,299	6
205.00	Director, Educational Media Services	$28,500	$21,500	$25,005	$29,900	$36,036	33
206.00	Director, Learning Resources Center	$31,450	$19,000	$25,000	$34,054	$45,600	21
207.00	Director, International Studies Education	$42,000	$34,495	$41,300	$42,000	$47,100	9
208.00	Director, Computer Center Operations/Academic	$39,906	$34,872	$37,625	$40,993	$47,500	28
208.10	Associate Director, Computer Center Operations/Academic	$30,804	$23,320	$29,275	$33,390	$39,764	11
209.00	Administrator, Grants and Contracts	$33,770	$25,232	$31,186	$34,487	$45,401	25
212.00	Dean, Arts and Letters	$60,058	$50,505	$52,380	$64,740	$67,500	13
213.00	Dean, Arts and Sciences	$56,000	$51,972	$54,300	$60,039	$65,100	36
214.00	Dean, Business	$66,000	$54,800	$61,752	$68,575	$73,401	47
215.00	Dean, Communications	$46,470	$15,900	$46,000	$46,470	$48,000	5
216.00	Dean, Continuing Education	$51,720	$41,200	$48,220	$53,443	$57,145	34
218.00	Dean, Education	$54,618	$48,900	$52,560	$58,672	$64,500	42
219.00	Dean, Engineering	$64,700	$42,375	$63,000	$64,700	$74,450	9
222.00	Dean, Fine Arts	$55,000	$47,702	$52,800	$60,000	$61,000	11
223.00	Dean, Graduate Programs	$53,400	$49,392	$51,360	$54,750	$61,200	35
224.00	Dean, Health-Related Professions	$59,993	$55,200	$59,880	$60,000	$66,500	10
226.00	Dean, Humanities	$47,250	$15,900	$40,950	$50,028	$55,000	6
228.00	Dean, Law	$92,722	$58,800	$90,252	$92,722	$105,000	7
230.00	Dean, Mathematics	$49,000	$15,900	$44,664	$49,000	$57,740	7
232.00	Dean, Music	$45,500	$40,351	$45,000	$54,200	$57,000	8
233.00	Dean, Nursing	$51,600	$39,000	$49,234	$53,727	$64,200	20
234.00	Dean, Occupational Studies/Vocational Education/Technology	$52,270	$48,252	$50,000	$52,270	$52,380	5
237.00	Dean, Sciences	$61,235	$46,000	$52,000	$61,296	$64,400	15
238.00	Dean, Social Sciences	$50,028	$39,000	$48,820	$52,380	$59,244	8
241.00	Dean, Undergraduate Programs	$58,925	$42,000	$58,183	$58,925	$61,500	7
ADMINISTRATIVE							
301.00	Chief Business Officer	$69,000	$60,000	$66,300	$70,455	$77,500	61
301.01	Chief Administration Officer	$62,700	$49,400	$60,540	$64,821	$67,200	10
301.02	Chief Financial Officer	$50,000	$46,500	$49,025	$52,500	$57,300	11
301.10	Director, Health and Safety	$34,500	$23,508	$33,783	$35,700	$41,387	6
301.20	Director, Telecommunications	$32,250	$28,251	$32,000	$33,261	$36,819	18
302.00	Chief Planning Officer	$50,800	$43,890	$49,992	$50,907	$61,819	12
303.00	Chief Budgeting Officer	$43,368	$34,501	$41,544	$44,820	$48,070	28
305.00	General Counsel	$42,000	$31,230	$35,337	$50,000	$50,184	6
306.00	Chief Personnel/Human Resources Officer	$40,635	$33,708	$39,451	$42,000	$45,876	50
306.10	Associate Director, Personnel/Human Resources	$30,000	$23,250	$29,700	$31,220	$34,939	19
306.20	Manager, Benefits	$23,976	$19,615	$23,000	$26,413	$28,315	20
306.60	Manager, Employment	$26,000	$23,100	$25,400	$26,000	$27,335	9
306.70	Manager, Wage and Salary/Manager, Compensation	$28,260	$22,100	$22,158	$28,260	$28,505	5
307.00	Director, Affirmative Action/Equal Empioyment	$38,665	$32,712	$35,310	$38,916	$44,424	13
308.00	Director, Personnel and Affirmative Action	$38,600	$31,333	$37,895	$39,562	$41,550	15
309.00	Director, Computer Center	$46,000	$41,039	$45,000	$49,600	$53,750	48
309.10	Associate Director, Computer Center	$36,100	$27,000	$35,000	$37,500	$42,532	17
309.20	Data Base Administrator	$32,000	$23,250	$31,500	$32,000	$34,074	12
309.30	Systems Analyst I (highest level)	$32,130	$26,316	$29,544	$35,000	$39,985	24
309.40	Systems Analyst II (lowest level)	$24,600	$20,440	$24,380	$26,845	$30,000	20
309.50	Programmer Analyst I (highest level)	$28,187	$23,133	$26,200	$30,000	$33,792	35
309.60	Programmer Analyst II (lowest level)	$22,800	$18,963	$21,430	$24,000	$29,883	32
310.00	Director, Computer Center Operations/Administrative	$40,945	$27,600	$35,340	$41,080	$48,000	17
311.00	Director, Information Systems	$43,000	$31,512	$41,763	$44,100	$47,500	8
312.00	Chief, Physical Plant/Facilities Management Officer	$45,200	$39,505	$44,000	$48,000	$51,533	65
312.10	Associate Director, Physical Plant/Facilities Management	$30,846	$28,901	$30,401	$33,600	$38,460	28
312.20	Manager, Landscape and Grounds	$25,000	$21,604	$24,128	$25,650	$29,358	42
312.30	Manager, Building and Maintenance Trades	$28,069	$23,900	$27,303	$29,244	$32,000	33
312.40	Manager, Technical Trades	$27,181	$24,385	$25,560	$30,200	$30,300	8
312.50	Manager, Custodial Services	$25,978	$21,516	$23,720	$27,700	$29,587	41
312.60	Manager, Power Plant	$30,300	$25,050	$28,764	$34,034	$37,288	22
313.00	Comptroller	$44,750	$37,428	$41,736	$47,700	$52,000	46
313.10	Manager, Payroll	$27,360	$20,550	$24,315	$27,616	$30,500	37
314.00	Director, Accounting	$32,500	$27,600	$31,600	$34,039	$40,600	34
314.10	Staff Accountant (highest level)	$25,500	$21,750	$24,600	$28,000	$33,792	34
314.20	Staff Accountant (lowest level)	$21,000	$18,000	$20,000	$22,100	$25,657	26
315.00	Bursar	$29,290	$25,550	$27,792	$30,000	$33,284	27
315.10	Associate Bursar	$23,350	$21,165	$21,243	$23,500	$24,000	8
316.00	Director, Purchasing	$30,156	$23,519	$28,923	$32,000	$37,025	56
316.10	Associate Director, Purchasing	$22,661	$17,700	$19,000	$23,000	$28,900	12
317.00	Director, Bookstore	$27,809	$22,000	$26,853	$29,221	$33,385	37
317.10	Associate Director, Bookstore	$19,116	$15,876	$17,890	$20,800	$22,914	10
318.00	Director, Internal Audit	$31,500	$24,638	$30,900	$33,048	$36,000	12
319.00	Director, Auxiliary Services	$36,000	$31,000	$34,400	$40,000	$45,000	18
319.10	Manager, Mail Services	$20,000	$15,000	$17,638	$20,425	$24,091	32
320.00	Director, Campus Security	$31,500	$25,524	$28,600	$33,147	$39,400	55
EXTERNAL AFFAIRS							
401.00	Chief Development Officer	$60,346	$47,530	$55,536	$63,000	$72,531	45
401.10	Director, Annual Giving	$30,000	$25,000	$28,000	$32,100	$36,465	25

Table 14

COMPREHENSIVE INSTITUTIONS (CLASS IIA) WITH BUDGETS OF $21.1 - $32.9 MILLION (continued)

POS	TITLE	MED	20%	40%	60%	80%	CASE
401.20	Director, Corporate/Foundation Relations	$37,080	$31,308	$33,077	$38,000	$45,000	19
401.30	Coordinator, Resource Development	$27,540	$19,500	$27,178	$28,649	$32,186	10
401.40	Director, Estate Planning	$31,230	$27,000	$29,000	$31,695	$36,981	8
402.00	Chief Public Relations Officer	$38,536	$32,280	$36,574	$39,590	$45,000	36
403.00	Chief Development and Public Relations Officer	$60,886	$41,500	$54,470	$62,000	$66,850	11
404.00	Director, Alumni Affairs	$33,000	$26,891	$30,200	$35,060	$40,000	55
405.00	Director, Development and Alumni Affairs	$42,935	$40,000	$42,901	$44,221	$47,250	14
406.00	Director, Special and Deferred Gifts	$43,320	$26,800	$35,000	$43,320	$49,300	5
408.00	Director, Community Services	$34,464	$32,350	$32,728	$40,500	$57,489	6
409.00	Director, Publications	$31,979	$22,800	$30,000	$32,410	$35,000	27
409.10	Associate Director, Publications	$27,910	$18,333	$26,982	$27,910	$28,300	5
409.20	Manager, Printing Services	$26,615	$20,400	$24,000	$27,500	$30,432	38
410.00	Director, Information Office	$32,280	$25,464	$29,532	$33,000	$38,750	24
411.00	Director, News Bureau	$27,683	$18,750	$24,300	$29,952	$33,000	22
STUDENT SERVICES							
501.00	Chief Student Affairs Officer	$56,000	$50,000	$53,200	$59,136	$66,000	64
502.00	Director, Admissions	$42,000	$35,695	$39,048	$44,189	$49,090	53
502.10	Associate Director, Admissions	$29,000	$24,720	$27,984	$29,600	$32,000	37
502.20	Assistant Director, Admissions	$22,200	$20,449	$21,480	$22,631	$26,500	27
503.00	Director, Admissions and Registrar	$45,150	$28,392	$44,461	$45,255	$53,256	10
504.00	Registrar	$35,856	$31,900	$34,038	$37,900	$45,370	61
504.10	Associate Registrar	$26,513	$22,000	$25,605	$27,813	$30,000	19
504.20	Assistant Registrar	$25,000	$18,050	$20,913	$26,467	$28,500	26
505.00	Director, Admissions and Financial Aid	$44,800	$38,128	$44,401	$44,800	$48,880	9
506.00	Director, Student Financial Aid	$37,188	$31,668	$35,000	$38,200	$43,073	64
506.10	Associate Director, Student Financial Aid	$25,700	$22,300	$24,696	$26,550	$29,781	42
507.00	Director, Food Services	$33,252	$31,000	$32,833	$33,252	$36,750	9
507.10	Associate Director, Food Services	$19,525	$16,100	$19,350	$28,017	$29,663	6
508.00	Director, Student Housing	$33,000	$26,225	$30,000	$34,104	$37,776	42
508.10	Associate Director, Student Housing	$22,000	$18,000	$21,394	$26,426	$31,495	19
508.20	Housing Officer/Administrative Operations	$25,104	$19,380	$23,050	$25,850	$26,508	8
508.30	Housing Officer/Residence Life	$23,316	$18,000	$20,000	$23,425	$31,686	8
510.00	Director, Foreign Students	$27,000	$23,200	$26,611	$27,873	$32,385	17
511.00	Director, Student Union	$33,648	$27,820	$30,714	$35,925	$42,661	26
511.10	Associate Director, Student Union	$25,737	$18,500	$23,295	$26,334	$31,464	12
512.00	Director, Student Activities	$27,700	$22,601	$26,000	$31,000	$32,262	46
513.00	Director, Student Placement	$33,350	$27,783	$30,000	$35,100	$38,325	58
514.00	Director, Student Counseling	$35,750	$32,532	$34,369	$38,160	$43,241	51
514.10	Associate Director, Student Counseling	$26,931	$19,752	$26,328	$27,650	$34,000	12
515.00	Director, Student Health Services (Physician Administrator)	$51,850	$25,990	$33,500	$55,500	$60,000	18
516.00	Director, Student Health Services (Nurse Administrator)	$26,952	$21,500	$25,000	$27,444	$29,400	33
517.00	Director, Campus Ministries	$28,700	$22,000	$26,700	$29,306	$32,735	20
518.00	Director, Athletics	$45,000	$40,700	$44,000	$49,500	$52,500	54
519.00	Director, Sports Information	$23,724	$19,000	$23,000	$24,888	$29,131	47
521.00	Director, Athletics/Women	$31,100	$25,450	$27,738	$33,936	$34,000	11
522.00	Director, Campus Recreation/Intramurals	$25,000	$20,000	$23,795	$27,225	$33,057	32
523.00	Director, Enrollment Management	$52,638	$40,000	$46,620	$52,638	$59,000	9
524.00	Director, Minority Affairs	$33,979	$25,411	$26,268	$35,000	$35,667	8

Table 15

COMPREHENSIVE INSTITUTIONS (CLASS IIA) WITH BUDGETS OF $33.0 - $54.0 MILLION

CLASSIFICATION: Comp Ins **SOURCE OF SUPPORT:** Not specified. **FTE-ENROLLMENT RANGE:** Not specified. **1988/1989 BUDGET RANGE:** $32,900,001 thru $54,000,000 **CASES SELECTED:** 73.

POS	TITLE	MED	20%	40%	60%	80%	CASE
EXECUTIVE							
102.00	Chief Executive Officer, Single Institution	$89,700	$77,452	$85,860	$90,915	$107,929	66
102.10	Assistant to the President, Single Institution	$42,000	$31,456	$40,236	$44,700	$52,613	49
103.00	Executive Vice President	$73,440	$66,920	$68,550	$82,000	$86,920	13
ACADEMIC							
201.00	Chief Academic Officer	$73,500	$65,000	$71,600	$76,800	$82,688	68
201.10	Director, Conferences	$37,214	$28,928	$34,000	$40,665	$44,893	21
203.00	Director, Library Services	$53,703	$46,276	$51,046	$54,624	$58,500	67
203.10	Circulation Librarian	$26,916	$22,500	$25,452	$28,882	$33,679	43
203.20	Acquisitions Librarian	$29,027	$25,409	$27,847	$29,938	$36,207	47
203.30	Technical Services Librarian	$34,618	$28,000	$33,314	$35,493	$39,600	46
203.40	Public Services Librarian	$33,162	$28,711	$32,125	$34,050	$40,738	29
203.50	Reference Librarian	$30,000	$26,200	$29,311	$32,100	$36,310	54
204.00	Director, Institutional Research	$41,500	$33,600	$38,071	$44,346	$50,588	40
204.10	Associate Director, Institutional Research	$37,889	$25,500	$35,004	$38,753	$44,304	11
205.00	Director, Educational Media Services	$38,064	$28,498	$32,430	$39,122	$45,777	36
206.00	Director, Learning Resources Center	$39,432	$33,905	$38,124	$42,324	$52,578	22
207.00	Director, International Studies Education	$45,000	$30,755	$42,974	$46,714	$55,650	19
208.00	Director, Computer Center Operations/Academic	$45,000	$39,575	$44,226	$46,350	$55,000	25
208.10	Associate Director, Computer Center Operations/Academic	$37,100	$30,822	$33,440	$37,450	$43,767	15
209.00	Administrator, Grants and Contracts	$38,091	$30,000	$36,000	$40,738	$47,200	45
212.00	Dean, Arts and Letters	$62,433	$53,935	$58,185	$62,433	$65,900	9
213.00	Dean, Arts and Sciences	$64,860	$56,900	$61,199	$66,504	$71,246	45
214.00	Dean, Business	$69,543	$62,166	$66,825	$70,300	$74,825	54
216.00	Dean, Continuing Education	$52,642	$44,687	$49,715	$57,012	$61,899	33
218.00	Dean, Education	$61,225	$55,000	$58,850	$62,700	$64,968	46
219.00	Dean, Engineering	$66,440	$62,246	$63,800	$74,475	$75,965	13
221.00	Dean, Extension	$52,000	$29,460	$45,850	$57,000	$62,922	6
222.00	Dean, Fine Arts	$62,280	$52,000	$56,000	$62,408	$65,000	12
223.00	Dean, Graduate Programs	$57,000	$51,650	$54,500	$60,873	$66,036	44
224.00	Dean, Health-Related Professions	$63,672	$57,429	$61,056	$63,962	$67,250	10
226.00	Dean, Humanities	$64,269	$48,400	$57,500	$68,500	$72,828	12
228.00	Dean, Law	$86,650	$78,500	$82,436	$96,500	$110,250	11
229.00	Dean, Library and Information Sciences	$57,100	$45,478	$52,744	$59,942	$60,274	6
233.00	Dean, Nursing	$59,500	$51,800	$58,170	$59,500	$64,061	17
234.00	Dean, Occupational Studies/Vocational Education/Technology	$58,500	$54,527	$55,500	$59,316	$64,859	11
235.00	Dean, Pharmacy	$63,000	$52,300	$55,000	$69,365	$74,000	6
237.00	Dean, Sciences	$62,370	$57,185	$58,911	$63,440	$77,500	15
238.00	Dean, Social Sciences	$63,400	$39,372	$61,235	$63,400	$66,300	7
240.00	Dean, Special Programs	$60,700	$27,380	$36,500	$60,700	$61,360	5
ADMINISTRATIVE							
301.00	Chief Business Officer	$68,569	$60,600	$65,399	$70,000	$79,008	58
301.01	Chief Administration Officer	$60,000	$52,212	$57,900	$68,121	$72,000	16
301.02	Chief Financial Officer	$55,630	$43,263	$50,604	$57,600	$63,222	25
301.10	Director, Health and Safety	$34,200	$28,949	$32,600	$34,555	$43,263	15
301.20	Director, Telecommunications	$35,076	$27,323	$33,000	$35,352	$38,930	29
302.00	Chief Planning Officer	$52,600	$45,351	$49,848	$52,683	$58,660	15
303.00	Chief Budgeting Officer	$44,000	$36,700	$42,347	$48,275	$53,532	37
303.10	Associate Budget Director	$34,535	$23,040	$28,815	$35,700	$40,866	18
304.00	Chief Planning and Budget Officer	$45,500	$32,800	$45,000	$45,500	$58,800	7
305.00	General Counsel	$48,728	$35,000	$47,741	$49,154	$63,402	12
306.00	Chief Personnel/Human Resources Officer	$43,923	$35,665	$43,000	$46,332	$52,300	60
306.10	Associate Director, Personnel/Human Resources	$32,361	$27,037	$31,030	$32,750	$39,698	29
306.20	Manager, Benefits	$24,393	$20,900	$23,450	$26,491	$28,440	31
306.30	Manager, Training and Development	$27,408	$22,448	$25,716	$27,408	$33,600	9
306.40	Manager, Employee Relations	$32,545	$18,537	$23,000	$32,545	$34,657	5
306.60	Manager, Employment	$24,243	$21,550	$23,518	$25,767	$28,133	21
306.70	Manager, Wage and Salary/Manager, Compensation	$25,700	$20,661	$24,850	$26,675	$32,355	12
306.80	Manager, Personnel Information Systems	$21,748	$17,000	$21,200	$21,748	$30,048	7
307.00	Director, Affirmative Action/Equal Employment	$36,164	$31,500	$35,000	$39,492	$44,383	33
308.00	Director, Personnel and Affirmative Action	$38,694	$36,220	$38,350	$41,300	$47,186	8
309.00	Director, Computer Center	$54,242	$49,500	$52,302	$55,800	$59,300	51
309.10	Associate Director, Computer Center	$44,917	$34,776	$40,446	$46,860	$52,117	22
309.20	Data Base Administrator	$36,000	$30,672	$35,600	$36,070	$39,656	19
309.30	Systems Analyst I (highest level)	$32,315	$28,000	$31,242	$32,760	$37,453	32
309.40	Systems Analyst II (lowest level)	$26,504	$22,908	$26,105	$28,871	$29,940	23
309.50	Programmer Analyst I (highest level)	$29,268	$25,050	$28,246	$30,450	$36,300	43
309.60	Programmer Analyst II (lowest level)	$24,724	$20,365	$22,587	$25,720	$28,310	35
310.00	Director, Computer Center Operations/Administrative	$44,004	$31,415	$37,793	$46,711	$56,500	21
310.10	Associate Director, Computer Center Operations/Administrative	$38,658	$35,100	$36,190	$40,950	$42,000	13
311.00	Director, Information Systems	$41,244	$37,291	$39,832	$44,920	$47,500	13
312.00	Chief, Physical Plant/Facilities Management Officer	$47,700	$41,730	$45,700	$50,582	$55,140	65
312.10	Associate Director, Physical Plant/Facilities Management	$36,000	$30,304	$34,683	$38,789	$42,636	40
312.20	Manager, Landscape and Grounds	$28,303	$23,968	$26,436	$30,317	$33,328	42
312.30	Manager, Building and Maintenance Trades	$31,150	$25,903	$28,527	$32,199	$35,100	33
312.40	Manager, Technical Trades	$29,595	$24,000	$29,120	$29,842	$35,316	12
312.50	Manager, Custodial Services	$28,700	$25,350	$27,456	$30,503	$34,100	46
312.60	Manager, Power Plant	$31,300	$24,687	$29,595	$31,587	$35,700	23
313.00	Comptroller	$46,090	$41,902	$44,500	$48,260	$54,000	45
313.10	Manager, Payroll	$27,474	$22,418	$26,200	$29,595	$32,100	51
314.00	Director, Accounting	$36,081	$28,800	$35,281	$37,800	$42,456	35
314.10	Staff Accountant (highest level)	$26,075	$21,935	$24,018	$27,055	$32,250	42
314.20	Staff Accountant (lowest level)	$21,666	$18,069	$21,038	$22,000	$23,568	27
315.00	Bursar	$32,408	$25,284	$27,870	$33,284	$38,400	31
315.10	Associate Bursar	$26,500	$19,200	$21,240	$27,381	$36,080	6
316.00	Director, Purchasing	$34,000	$29,810	$32,844	$36,000	$38,135	58
316.10	Associate Director, Purchasing	$24,544	$20,712	$23,780	$25,903	$28,884	18
317.00	Director, Bookstore	$32,500	$28,500	$31,066	$34,068	$37,329	39
317.10	Associate Director, Bookstore	$22,470	$20,000	$21,800	$23,205	$23,374	13
318.00	Director, Internal Audit	$34,668	$31,260	$34,101	$34,800	$38,566	29

Table 15

COMPREHENSIVE INSTITUTIONS (CLASS IIA) WITH BUDGETS OF $33.0 - $54.0 MILLION (continued)

POS	TITLE	MED	20%	40%	60%	80%	CASE
319.00	Director, Auxiliary Services	$39,381	$30,000	$38,850	$41,400	$47,682	28
319.10	Manager, Mail Services	$21,200	$18,194	$20,400	$21,849	$24,631	37
320.00	Director, Campus Security	$34,650	$30,000	$32,054	$37,000	$39,818	69
321.00	Director, Risk Management and Insurance	$33,207	$21,420	$31,798	$33,207	$42,572	7
EXTERNAL AFFAIRS							
401.00	Chief Development Officer	$60,900	$48,500	$55,480	$63,000	$70,000	50
401.10	Director, Annual Giving	$38,110	$29,000	$34,255	$39,732	$45,000	37
401.20	Director, Corporate/Foundation Relations	$39,200	$30,500	$34,000	$41,275	$50,000	20
401.30	Coordinator, Resource Development	$29,000	$20,300	$24,500	$29,921	$35,310	15
401.40	Director, Estate Planning	$44,768	$37,000	$37,800	$47,441	$50,000	8
402.00	Chief Public Relations Officer	$45,800	$35,310	$42,360	$50,000	$55,493	43
402.10	Director, Governmental/Legislative Relations	$59,393	$45,000	$58,250	$60,200	$63,600	8
403.00	Chief Development and Public Relations Officer	$63,587	$51,973	$61,600	$66,648	$74,500	19
404.00	Director, Alumni Affairs	$34,000	$28,323	$32,408	$35,267	$39,732	56
406.00	Director, Special and Deferred Gifts	$43,000	$36,160	$40,000	$43,800	$53,800	11
409.00	Director, Publications	$33,100	$27,140	$31,998	$33,300	$36,562	38
409.10	Associate Director, Publications	$24,171	$18,351	$21,924	$25,291	$27,560	11
409.20	Manager, Printing Services	$28,744	$24,619	$27,656	$29,595	$32,782	37
410.00	Director, Information Office	$35,700	$29,784	$32,036	$37,112	$43,632	28
411.00	Director, News Bureau	$29,776	$24,937	$27,000	$33,133	$36,658	20
STUDENT SERVICES							
501.00	Chief Student Affairs Officer	$60,427	$53,230	$59,000	$62,233	$67,380	70
502.00	Director, Admissions	$44,000	$35,203	$43,139	$46,818	$51,126	55
502.10	Associate Director, Admissions	$31,780	$25,974	$29,576	$33,772	$38,500	43
502.20	Assistant Director, Admissions	$24,504	$22,542	$24,265	$25,250	$29,004	40
503.00	Director, Admissions and Registrar	$51,108	$40,000	$50,076	$51,108	$51,884	9
504.00	Registrar	$43,995	$36,252	$42,000	$45,546	$50,200	63
504.10	Associate Registrar	$31,000	$25,792	$28,770	$35,172	$39,033	42
504.20	Assistant Registrar	$24,133	$21,313	$23,100	$25,750	$28,727	34
505.00	Director, Admissions and Financial Aid	$53,277	$51,200	$53,000	$53,277	$68,000	9
506.00	Director, Student Financial Aid	$40,200	$34,954	$38,670	$41,962	$46,193	72
506.10	Associate Director, Student Financial Aid	$27,226	$22,875	$26,040	$29,004	$32,400	52
507.00	Director, Food Services	$36,186	$32,315	$33,820	$37,148	$41,577	25
507.10	Associate Director, Food Services	$26,964	$21,630	$22,932	$28,764	$30,752	11
508.00	Director, Student Housing	$33,430	$29,776	$32,291	$34,400	$42,476	56
508.10	Associate Director, Student Housing	$25,850	$21,091	$24,495	$28,917	$35,220	25
508.20	Housing Officer/Administrative Operations	$23,615	$19,000	$21,942	$23,615	$25,200	9
508.30	Housing Officer/Residence Life	$26,910	$17,433	$23,082	$29,016	$32,939	23
510.00	Director, Foreign Students	$31,860	$24,377	$29,545	$32,703	$37,212	23
511.00	Director, Student Union	$37,825	$30,700	$35,490	$40,275	$44,535	42
511.10	Associate Director, Student Union	$27,560	$21,000	$25,000	$28,944	$34,711	17
511.20	Student Union Business Manager	$28,406	$21,423	$25,354	$28,768	$29,972	8
512.00	Director, Student Activities	$34,000	$23,543	$32,112	$34,973	$40,105	45
513.00	Director, Student Placement	$35,515	$30,000	$33,600	$37,752	$44,400	63
514.00	Director, Student Counseling	$42,906	$35,200	$39,730	$43,738	$48,180	54
514.10	Associate Director, Student Counseling	$30,750	$26,202	$30,183	$31,194	$33,227	14
515.00	Director, Student Health Services (Physician Administrator)	$64,418	$48,557	$57,600	$65,785	$72,154	33
516.00	Director, Student Health Services (Nurse Administrator)	$28,577	$24,000	$26,312	$29,184	$33,000	40
517.00	Director, Campus Ministries	$32,000	$26,940	$31,050	$34,328	$36,800	12
518.00	Director, Athletics	$51,325	$45,100	$48,984	$52,784	$58,497	63
519.00	Director, Sports Information	$24,440	$21,000	$23,880	$25,938	$29,754	54
520.00	Director, Athletics/Men	$45,900	$33,828	$44,414	$47,171	$55,056	12
521.00	Director, Athletics/Women	$35,856	$27,395	$31,000	$38,147	$41,771	19
522.00	Director, Campus Recreation/Intramurals	$28,076	$23,308	$27,000	$30,655	$35,086	45
523.00	Director, Enrollment Management	$51,363	$39,443	$45,005	$51,363	$58,000	9
524.00	Director, Minority Affairs	$30,328	$23,839	$30,000	$31,824	$40,100	13

Table 16

COMPREHENSIVE INSTITUTIONS (CLASS IIA) WITH BUDGETS OF $54.1 MILLION OR MORE

CLASSIFICATION: Comp Ins **SOURCE OF SUPPORT:** Not specified. **FTE-ENROLLMENT RANGE:** Not specified. **1988/1989 BUDGET RANGE:** $54,000,001 thru Max budget. **CASES SELECTED:** 73.

POS	TITLE	MED	20%	40%	60%	80%	CASE
EXECUTIVE							
101.00	Chief Executive Officer, System	$105,500	$90,000	$94,536	$128,532	$135,000	6
101.10	Assistant to the President, System	$63,880	$51,844	$57,240	$64,000	$65,000	6
102.00	Chief Executive Officer, Single Institution	$104,550	$85,920	$99,800	$110,000	$123,500	64
102.10	Assistant to the President, Single Institution	$54,851	$37,927	$50,981	$58,290	$65,100	46
103.00	Executive Vice President	$82,610	$64,050	$80,000	$85,002	$97,000	14
ACADEMIC							
201.00	Chief Academic Officer	$85,700	$75,000	$82,000	$90,000	$96,500	68
201.10	Director, Conferences	$40,000	$30,000	$37,181	$42,420	$55,000	25
202.00	Chief Health Professions Officer	$64,343	$46,408	$56,004	$64,343	$115,010	9
203.00	Director, Library Services	$60,000	$51,100	$56,286	$62,600	$65,000	67
203.10	Circulation Librarian	$30,731	$25,000	$29,580	$32,040	$36,416	54
203.20	Acquisitions Librarian	$34,552	$26,124	$33,323	$35,408	$38,040	51
203.30	Technical Services Librarian	$34,140	$28,802	$31,920	$38,777	$41,394	46
203.40	Public Services Librarian	$39,920	$32,256	$37,404	$40,887	$45,000	37
203.50	Reference Librarian	$32,431	$26,454	$31,275	$33,115	$37,100	56
204.00	Director, Institutional Research	$48,000	$40,159	$44,928	$50,825	$58,000	54
204.10	Associate Director, Institutional Research	$35,813	$26,168	$33,924	$36,600	$42,500	20
205.00	Director, Educational Media Services	$40,000	$30,434	$35,740	$41,800	$48,578	41
206.00	Director, Learning Resources Center	$43,173	$36,500	$41,520	$49,209	$58,400	31
207.00	Director, International Studies Education	$42,661	$31,069	$37,500	$45,059	$52,968	25
208.00	Director, Computer Center Operations/Academic	$48,771	$42,300	$47,700	$52,000	$56,054	35
208.10	Associate Director, Computer Center Operations/Academic	$40,524	$36,276	$39,700	$41,795	$52,868	22
209.00	Administrator, Grants and Contracts	$46,789	$34,296	$44,000	$49,946	$55,764	54
211.00	Dean, Agriculture	$62,772	$57,629	$59,488	$69,000	$79,992	6
212.00	Dean, Arts and Letters	$65,614	$62,000	$64,000	$71,800	$76,076	16
213.00	Dean, Arts and Sciences	$70,800	$64,000	$68,845	$72,760	$80,000	39
214.00	Dean, Business	$75,760	$66,750	$73,500	$78,032	$86,200	61
216.00	Dean, Continuing Education	$62,002	$51,300	$58,274	$64,400	$68,850	44
217.00	Dean, Dentistry	$104,305	$68,460	$81,540	$104,532	$109,790	6
218.00	Dean, Education	$67,074	$61,950	$65,400	$69,650	$74,500	49
219.00	Dean, Engineering	$84,000	$75,400	$80,616	$84,811	$97,000	37
221.00	Dean, Extension	$63,000	$39,401	$49,720	$69,860	$75,660	11
222.00	Dean, Fine Arts	$62,900	$54,000	$61,200	$64,800	$70,000	18
223.00	Dean, Graduate Programs	$66,600	$61,160	$65,163	$70,000	$76,076	51
224.00	Dean, Health-Related Professions	$65,330	$61,500	$64,200	$66,954	$80,000	22
226.00	Dean, Humanities	$64,017	$55,968	$63,860	$64,017	$72,450	7
228.00	Dean, Law	$103,000	$93,000	$99,000	$110,000	$120,000	18
229.00	Dean, Library and Information Sciences	$53,776	$46,888	$52,238	$62,600	$69,240	6
231.00	Dean, Medicine	$104,500	$99,216	$100,092	$143,200	$147,000	8
232.00	Dean, Music	$64,500	$60,000	$62,000	$68,581	$72,100	8
233.00	Dean, Nursing	$67,776	$60,000	$63,670	$68,900	$74,963	27
234.00	Dean, Occupational Studies/Vocational Education/Technology	$62,090	$54,000	$61,800	$64,210	$67,500	10
237.00	Dean, Sciences	$72,397	$58,884	$65,237	$74,832	$76,577	24
238.00	Dean, Social Sciences	$65,237	$59,956	$63,780	$68,000	$72,612	10
239.00	Dean, Social Work	$67,008	$56,175	$65,900	$67,008	$89,400	5
240.00	Dean, Special Programs	$42,600	$37,687	$41,090	$42,600	$65,534	5
241.00	Dean, Undergraduate Programs	$65,000	$52,356	$65,000	$66,000	$73,168	10
ADMINISTRATIVE							
301.00	Chief Business Officer	$80,000	$67,308	$75,000	$84,405	$92,500	50
301.01	Chief Administration Officer	$79,248	$66,000	$75,660	$80,000	$83,000	21
301.02	Chief Financial Officer	$67,000	$53,612	$65,600	$72,360	$82,000	31
301.10	Director, Health and Safety	$33,189	$28,310	$32,325	$34,650	$41,017	29
301.20	Director, Telecommunications	$41,330	$33,700	$38,420	$44,057	$54,494	44
302.00	Chief Planning Officer	$62,964	$50,844	$59,416	$64,700	$72,948	19
303.00	Chief Budgeting Officer	$50,676	$44,957	$49,560	$57,000	$62,825	45
303.10	Associate Budget Director	$41,700	$33,047	$39,350	$46,000	$48,500	23
304.00	Chief Planning and Budget Officer	$66,408	$58,318	$64,375	$74,508	$75,000	8
305.00	General Counsel	$60,000	$55,000	$58,155	$63,500	$70,000	28
305.10	Associate General Counsel	$50,000	$39,000	$41,800	$56,077	$57,857	11
306.00	Chief Personnel/Human Resources Officer	$52,200	$45,820	$49,000	$55,000	$62,500	68
306.10	Associate Director, Personnel/Human Resources	$38,000	$30,800	$35,600	$42,600	$46,000	45
306.20	Manager, Benefits	$28,350	$23,280	$27,000	$30,969	$36,906	50
306.30	Manager, Training and Development	$29,856	$25,000	$28,690	$31,020	$37,764	21
306.40	Manager, Employee Relations	$32,355	$16,691	$31,999	$32,355	$47,400	7
306.50	Manager, Labor Relations	$50,562	$28,205	$48,600	$50,562	$60,592	7
306.60	Manager, Employment	$26,481	$21,160	$25,116	$28,310	$36,500	35
306.70	Manager, Wage and Salary/Manager, Compensation	$30,000	$24,264	$26,170	$30,505	$36,500	31
306.80	Manager, Personnel Information Systems	$27,085	$21,700	$23,861	$27,876	$33,200	11
307.00	Director, Affirmative Action/Equal Employment	$42,400	$35,330	$40,300	$44,500	$57,283	53
307.10	Associate Director, Affirmative Action/Equal Employment	$30,221	$23,976	$25,903	$30,221	$33,600	5
309.00	Director, Computer Center	$60,689	$54,372	$58,471	$61,656	$67,920	44
309.10	Associate Director, Computer Center	$45,480	$40,100	$45,280	$48,200	$54,850	20
309.20	Data Base Administrator	$41,800	$33,877	$39,732	$47,340	$51,150	27
309.30	Systems Analyst I (highest level)	$39,216	$34,312	$38,000	$40,455	$45,800	46
309.40	Systems Analyst II (lowest level)	$30,457	$24,000	$26,810	$31,900	$34,950	40
309.50	Programmer Analyst I (highest level)	$31,968	$26,468	$29,443	$33,000	$36,959	51
309.60	Programmer Analyst II (lowest level)	$25,000	$21,000	$23,633	$26,149	$28,512	45
310.00	Director, Computer Center Operations/Administrative	$53,500	$44,000	$50,292	$53,824	$62,000	29
310.10	Associate Director, Computer Center Operations/Administrative	$44,200	$38,089	$42,524	$45,000	$54,923	20
311.00	Director, Information Systems	$64,250	$50,623	$55,000	$67,920	$76,934	23
312.00	Chief, Physical Plant/Facilities Management Officer	$55,500	$49,000	$54,250	$58,500	$63,835	68
312.10	Associate Director, Physical Plant/Facilities Management	$41,585	$36,920	$40,600	$45,000	$48,933	44
312.20	Manager, Landscape and Grounds	$32,529	$25,368	$29,988	$33,468	$37,620	49
312.30	Manager, Building and Maintenance Trades	$34,324	$29,008	$32,400	$37,155	$40,536	48
312.40	Manager, Technical Trades	$34,121	$30,908	$33,577	$35,924	$39,000	23
312.50	Manager, Custodial Services	$30,000	$24,321	$28,251	$31,721	$36,183	52
312.60	Manager, Power Plant	$37,884	$32,000	$35,368	$39,240	$43,570	41
313.00	Comptroller	$55,000	$47,760	$50,268	$56,281	$62,000	53
313.10	Manager, Payroll	$29,501	$24,623	$28,310	$31,588	$37,382	62

Table 16

COMPREHENSIVE INSTITUTIONS (CLASS IIA) WITH BUDGETS OF $54.1 MILLION OR MORE (continued)

POS	TITLE	MED	20%	40%	60%	80%	CASE
314.00	Director, Accounting	$40,072	$34,000	$37,621	$44,400	$48,141	50
314.10	Staff Accountant (highest level)	$30,000	$24,531	$29,000	$31,788	$38,600	51
314.20	Staff Accountant (lowest level)	$22,422	$20,196	$21,372	$24,000	$25,884	45
315.00	Bursar	$38,193	$32,160	$36,360	$39,400	$47,785	44
315.10	Associate Bursar	$27,400	$22,614	$26,500	$27,600	$38,071	12
316.00	Director, Purchasing	$41,397	$33,720	$39,840	$43,500	$49,300	68
316.10	Associate Director, Purchasing	$31,115	$23,563	$29,369	$33,900	$36,050	31
317.00	Director, Bookstore	$38,500	$31,733	$35,916	$40,451	$46,332	39
317.10	Associate Director, Bookstore	$28,692	$21,653	$27,605	$29,107	$33,120	14
318.00	Director, Internal Audit	$40,272	$33,900	$38,800	$44,000	$48,420	51
319.00	Director, Auxiliary Services	$50,000	$41,700	$47,000	$51,480	$62,300	33
319.10	Manager, Mail Services	$22,990	$19,192	$21,666	$24,028	$27,363	45
320.00	Director, Campus Security	$40,000	$33,500	$38,064	$42,550	$48,884	67
321.00	Director, Risk Management and Insurance	$36,500	$32,679	$34,543	$37,800	$46,500	18
EXTERNAL AFFAIRS							
401.00	Chief Development Officer	$68,250	$56,004	$63,915	$73,652	$81,130	45
401.10	Director, Annual Giving	$34,750	$30,248	$34,000	$36,514	$42,500	39
401.20	Director, Corporate/Foundation Relations	$43,400	$32,830	$38,500	$45,360	$52,200	25
401.30	Coordinator, Resource Development	$29,835	$25,200	$26,402	$33,000	$39,643	18
401.40	Director, Estate Planning	$39,000	$35,664	$36,500	$40,601	$49,900	12
402.00	Chief Public Relations Officer	$49,721	$42,184	$48,000	$52,408	$60,000	42
402.10	Director, Governmental/Legislative Relations	$53,257	$41,431	$50,500	$54,478	$66,670	24
403.00	Chief Development and Public Relations Officer	$73,400	$60,000	$68,000	$75,240	$79,909	21
404.00	Director, Alumni Affairs	$37,300	$30,000	$35,000	$40,000	$44,004	59
405.00	Director, Development and Alumni Affairs	$52,826	$36,152	$50,600	$52,826	$56,500	9
406.00	Director, Special and Deferred Gifts	$43,990	$35,664	$43,000	$44,280	$49,946	13
408.00	Director, Community Services	$42,120	$31,100	$34,914	$43,500	$47,859	11
409.00	Director, Publications	$33,310	$30,030	$32,120	$35,000	$40,000	44
409.10	Associate Director, Publications	$27,830	$21,096	$27,000	$29,532	$33,367	15
409.20	Manager, Printing Services	$31,138	$25,836	$29,535	$32,250	$36,000	44
410.00	Director, Information Office	$41,244	$31,800	$38,625	$45,522	$48,100	28
411.00	Director, News Bureau	$31,910	$25,140	$28,188	$33,150	$35,749	30
STUDENT SERVICES							
501.00	Chief Student Affairs Officer	$70,000	$60,900	$66,700	$73,000	$80,350	68
502.00	Director, Admissions	$50,000	$45,000	$48,828	$52,000	$57,744	52
502.10	Associate Director, Admissions	$36,059	$30,709	$34,654	$36,800	$39,330	39
502.20	Assistant Director, Admissions	$29,702	$24,000	$26,436	$30,570	$33,007	43
503.00	Director, Admissions and Registrar	$53,813	$41,905	$48,654	$54,408	$60,030	11
504.00	Registrar	$46,700	$38,076	$44,437	$49,097	$53,750	64
504.10	Associate Registrar	$37,100	$28,992	$34,700	$38,064	$40,276	37
504.20	Assistant Registrar	$27,245	$25,009	$26,160	$27,605	$30,570	40
505.00	Director, Admissions and Financial Aid	$49,758	$43,000	$49,104	$57,870	$61,793	6
506.00	Director, Student Financial Aid	$43,000	$37,600	$41,700	$44,611	$48,513	67
506.10	Associate Director, Student Financial Aid	$31,000	$26,259	$29,214	$31,677	$36,204	51
507.00	Director, Food Services	$42,400	$34,356	$41,036	$44,200	$48,588	21
507.10	Associate Director, Food Services	$34,704	$26,926	$34,507	$34,704	$37,190	14
508.00	Director, Student Housing	$38,500	$32,136	$37,200	$40,000	$45,000	56
508.10	Associate Director, Student Housing	$28,092	$24,000	$26,000	$30,000	$34,980	28
508.20	Housing Officer/Administrative Operations	$29,629	$24,207	$28,091	$31,000	$33,970	18
508.30	Housing Officer/Residence Life	$25,000	$18,648	$24,000	$27,219	$35,830	33
508.40	Housing Officer/Family Housing	$28,092	$21,440	$25,680	$30,000	$30,916	8
509.00	Director, Housing and Food Service	$48,500	$42,974	$46,500	$51,712	$54,300	6
510.00	Director, Foreign Students	$30,157	$25,167	$28,310	$32,000	$45,084	34
511.00	Director, Student Union	$38,683	$31,860	$36,650	$40,894	$45,808	45
511.10	Associate Director, Student Union	$28,851	$24,177	$26,934	$31,308	$34,696	25
511.20	Student Union Business Manager	$28,000	$22,840	$26,160	$28,188	$30,910	16
512.00	Director, Student Activities	$37,237	$29,918	$34,200	$39,233	$44,040	47
513.00	Director, Student Placement	$42,300	$35,134	$38,472	$43,500	$48,117	64
514.00	Director, Student Counseling	$43,841	$37,100	$41,600	$46,158	$52,050	60
514.10	Associate Director, Student Counseling	$35,294	$25,000	$31,416	$38,000	$42,182	16
515.00	Director, Student Health Services (Physician Administrator)	$63,470	$36,151	$61,212	$66,935	$77,700	32
516.00	Director, Student Health Services (Nurse Administrator)	$32,772	$26,000	$30,524	$35,712	$39,239	36
517.00	Director, Campus Ministries	$39,050	$25,000	$35,000	$40,000	$42,135	10
518.00	Director, Athletics	$59,507	$52,747	$55,900	$62,100	$70,176	61
519.00	Director, Sports Information	$28,870	$23,069	$27,012	$30,000	$33,000	62
520.00	Director, Athletics/Men	$44,217	$35,159	$42,260	$47,400	$55,104	12
521.00	Director, Athletics/Women	$38,507	$30,000	$34,720	$40,950	$44,217	25
522.00	Director, Campus Recreation/Intramurals	$33,000	$25,000	$30,133	$35,317	$41,525	44
523.00	Director, Enrollment Management	$57,000	$46,680	$53,000	$59,364	$63,960	13
524.00	Director, Minority Affairs	$32,703	$26,500	$31,000	$36,699	$42,300	26

Table 17

GENERAL BACCALAUREATE INSTITUTIONS (CLASS IIB) WITH BUDGETS OF $6.5 MILLION OR LESS

CLASSIFICATION: Gen Bac Ins SOURCE OF SUPPORT: Not specified. FTE-ENROLLMENT RANGE: Not specified. 1988/1989 BUDGET RANGE: Zero thru $6,500,000 CASES SELECTED: 98.

POS	TITLE	MED	20%	40%	60%	80%	CASE
EXECUTIVE							
102.00	Chief Executive Officer, Single Institution	$60,057	$46,675	$59,048	$65,000	$73,597	96
102.10	Assistant to the President, Single Institution	$27,500	$20,000	$25,836	$30,649	$35,500	28
103.00	Executive Vice President	$41,620	$35,000	$40,000	$41,620	$59,313	9
ACADEMIC							
201.00	Chief Academic Officer	$44,290	$36,341	$41,200	$46,410	$51,000	91
203.00	Director, Library Services	$26,500	$22,171	$25,000	$27,820	$30,640	85
203.10	Circulation Librarian	$17,955	$13,000	$16,050	$18,792	$19,961	20
203.20	Acquisitions Librarian	$19,960	$10,500	$15,496	$20,000	$21,692	11
203.30	Technical Services Librarian	$19,600	$15,500	$18,500	$20,450	$23,760	35
203.40	Public Services Librarian	$20,703	$12,190	$19,768	$21,000	$25,200	12
203.50	Reference Librarian	$18,500	$16,295	$18,020	$19,000	$20,784	30
204.00	Director, Institutional Research	$30,284	$18,000	$26,954	$30,820	$33,000	17
205.00	Director, Educational Media Services	$19,209	$17,737	$18,396	$19,500	$23,635	19
206.00	Director, Learning Resources Center	$22,400	$19,650	$21,291	$22,750	$26,634	25
208.00	Director, Computer Center Operations/Academic	$31,000	$22,900	$29,214	$32,300	$38,116	24
209.00	Administrator, Grants and Contracts	$22,070	$21,060	$21,425	$23,000	$30,000	8
213.00	Dean, Arts and Sciences	$37,850	$28,800	$34,155	$40,000	$44,131	8
214.00	Dean, Business	$30,015	$25,584	$28,353	$34,179	$45,236	12
216.00	Dean, Continuing Education	$33,075	$22,770	$32,000	$33,200	$37,500	17
218.00	Dean, Education	$30,000	$24,313	$27,851	$30,203	$38,016	15
223.00	Dean, Graduate Programs	$34,353	$23,795	$34,125	$34,450	$42,000	10
226.00	Dean, Humanities	$30,563	$25,900	$28,252	$31,526	$35,884	11
233.00	Dean, Nursing	$38,300	$37,163	$37,853	$41,250	$41,895	8
237.00	Dean, Sciences	$27,200	$26,900	$27,075	$27,200	$41,721	7
238.00	Dean, Social Sciences	$28,172	$23,850	$27,730	$29,206	$33,000	10
ADMINISTRATIVE							
301.00	Chief Business Officer	$41,600	$33,150	$39,405	$43,512	$49,500	87
301.02	Chief Financial Officer	$28,722	$24,000	$27,875	$33,400	$45,000	10
304.00	Chief Planning and Budget Officer	$47,172	$35,300	$38,000	$47,172	$47,640	5
306.00	Chief Personnel/Human Resources Officer	$24,984	$17,510	$21,800	$26,000	$29,556	22
308.00	Director, Personnel and Affirmative Action	$26,000	$18,742	$24,500	$26,000	$29,000	7
309.00	Director, Computer Center	$26,755	$19,560	$24,000	$31,000	$33,732	33
309.10	Associate Director, Computer Center	$21,730	$17,216	$18,000	$22,680	$25,500	10
309.40	Systems Analyst II (lowest level)	$20,000	$13,400	$15,264	$20,000	$20,714	5
309.60	Programmer Analyst II (lowest level)	$16,120	$10,608	$15,168	$16,120	$20,232	7
310.00	Director, Computer Center Operations/Administrative	$24,668	$17,500	$22,000	$24,668	$26,910	9
311.00	Director, Information Systems	$23,000	$15,000	$16,038	$23,000	$33,890	5
312.00	Chief, Physical Plant/Facilities Management Officer	$26,685	$21,141	$25,000	$28,675	$32,054	76
312.10	Associate Director, Physical Plant/Facilities Management	$24,507	$17,306	$21,000	$24,910	$26,070	15
312.20	Manager, Landscape and Grounds	$17,000	$12,646	$15,600	$17,000	$20,500	9
312.30	Manager, Building and Maintenance Trades	$19,500	$14,000	$19,250	$20,900	$23,520	6
312.50	Manager, Custodial Services	$19,207	$14,657	$17,142	$21,077	$23,000	17
313.00	Comptroller	$25,272	$21,500	$24,675	$26,835	$32,000	34
313.10	Manager, Payroll	$18,160	$14,384	$17,600	$18,710	$20,390	19
314.00	Director, Accounting	$20,000	$16,100	$19,000	$21,500	$27,221	24
314.10	Staff Accountant (highest level)	$17,400	$13,520	$16,500	$17,500	$20,000	22
314.20	Staff Accountant (lowest level)	$17,091	$12,750	$13,755	$17,385	$18,566	11
315.00	Bursar	$21,091	$15,300	$16,600	$22,822	$28,300	11
316.00	Director, Purchasing	$21,744	$17,015	$19,000	$23,706	$27,295	12
317.00	Director, Bookstore	$16,000	$13,468	$15,160	$16,603	$19,045	58
317.10	Associate Director, Bookstore	$12,500	$10,290	$11,274	$13,332	$14,335	8
319.00	Director, Auxiliary Services	$22,050	$15,000	$15,145	$24,000	$26,425	8
319.10	Manager, Mail Services	$13,500	$11,500	$12,900	$13,520	$14,560	19
320.00	Director, Campus Security	$17,000	$11,960	$16,000	$17,208	$20,000	19
EXTERNAL AFFAIRS							
401.00	Chief Development Officer	$40,000	$31,300	$35,000	$41,400	$48,000	70
401.10	Director, Annual Giving	$23,000	$17,490	$21,000	$30,000	$35,895	20
401.20	Director, Corporate/Foundation Relations	$32,500	$21,190	$31,533	$32,500	$40,000	7
401.30	Coordinator, Resource Development	$21,000	$17,938	$21,000	$25,000	$25,000	8
401.40	Director, Estate Planning	$31,620	$12,000	$30,000	$31,620	$36,925	7
402.00	Chief Public Relations Officer	$22,500	$17,595	$21,000	$24,244	$27,228	43
403.00	Chief Development and Public Relations Officer	$31,500	$26,000	$29,427	$35,000	$36,997	8
404.00	Director, Alumni Affairs	$20,332	$18,500	$20,000	$22,660	$26,700	54
406.00	Director, Special and Deferred Gifts	$30,000	$17,400	$28,885	$30,000	$31,345	9
407.00	Director, Church Relations	$23,000	$16,800	$20,000	$25,800	$29,490	20
409.00	Director, Publications	$18,990	$18,000	$18,520	$19,297	$20,800	15
409.20	Manager, Printing Services	$16,515	$13,971	$14,560	$17,874	$24,142	15
410.00	Director, Information Office	$20,250	$16,000	$18,400	$21,500	$24,720	13
411.00	Director, News Bureau	$16,640	$14,000	$14,500	$18,400	$20,200	6
STUDENT SERVICES							
501.00	Chief Student Affairs Officer	$32,500	$27,000	$31,625	$33,810	$38,872	89
502.00	Director, Admissions	$28,740	$22,500	$27,600	$29,680	$36,540	69
502.10	Associate Director, Admissions	$19,600	$16,500	$18,896	$20,357	$23,400	20
502.20	Assistant Director, Admissions	$16,854	$14,980	$16,000	$18,000	$19,796	32
503.00	Director, Admissions and Registrar	$33,300	$23,000	$23,598	$33,300	$37,500	7
504.00	Registrar	$24,000	$19,500	$23,205	$25,000	$28,345	86
504.10	Associate Registrar	$17,040	$14,280	$15,420	$23,260	$27,983	6
504.20	Assistant Registrar	$15,000	$12,360	$13,670	$16,538	$19,000	16
505.00	Director, Admissions and Financial Aid	$28,000	$21,063	$25,750	$36,052	$38,400	10
506.00	Director, Student Financial Aid	$22,004	$17,600	$20,700	$23,700	$26,700	82
506.10	Associate Director, Student Financial Aid	$17,304	$13,728	$16,000	$17,500	$19,553	17
507.00	Director, Food Services	$24,650	$18,346	$23,000	$25,028	$31,200	24
507.10	Associate Director, Food Services	$16,711	$14,232	$14,925	$17,000	$23,000	10
508.00	Director, Student Housing	$19,000	$14,420	$17,524	$20,000	$23,500	42
508.30	Housing Officer/Residence Life	$15,500	$13,010	$15,500	$16,900	$18,000	12
511.00	Director, Student Union	$20,951	$17,490	$20,500	$20,951	$23,200	7
512.00	Director, Student Activities	$18,260	$15,000	$18,000	$18,400	$22,800	37
513.00	Director, Student Placement	$20,260	$18,000	$19,260	$22,000	$24,134	45
514.00	Director, Student Counseling	$23,250	$19,500	$20,510	$24,235	$27,819	38

Table 17

GENERAL BACCALAUREATE INSTITUTIONS (CLASS IIB) WITH BUDGETS OF $6.5 MILLION OR LESS (continued)

POS	TITLE	MED	20%	40%	60%	80%	CASE
514.10	Associate Director, Student Counseling	$18,500	$15,025	$17,000	$18,500	$20,933	7
515.00	Director, Student Health Services (Physician Administrator)	$16,800	$14,976	$16,500	$16,800	$17,172	5
516.00	Director, Student Health Services (Nurse Administrator)	$16,500	$14,022	$15,696	$17,630	$19,714	29
517.00	Director, Campus Ministries	$21,000	$17,500	$20,650	$22,680	$27,500	37
518.00	Director, Athletics	$27,754	$23,447	$26,000	$29,000	$33,000	65
519.00	Director, Sports Information	$16,850	$13,650	$16,120	$16,850	$19,500	9
521.00	Director, Athletics/Women	$15,700	$11,128	$13,390	$21,115	$21,565	6
522.00	Director, Campus Recreation/Intramurals	$18,500	$15,808	$17,920	$18,500	$20,284	9
523.00	Director, Enrollment Management	$34,016	$29,650	$32,500	$34,016	$35,000	9

Table 18

GENERAL BACCALAUREATE INSTITUTIONS (CLASS IIB) WITH BUDGETS OF $6.6 - $10.7 MILLION

CLASSIFICATION: Gen Bac Ins **SOURCE OF SUPPORT:** Not specified. **FTE-ENROLLMENT RANGE:** Not specified. **1988/1989 BUDGET RANGE:** $6,500,001 thru $10,700,000 **CASES SELECTED:** 96.

POS	TITLE	MED	20%	40%	60%	80%	CASE
EXECUTIVE							
102.00	Chief Executive Officer, Single Institution	$75,083	$61,000	$74,028	$79,670	$85,050	92
102.10	Assistant to the President, Single Institution	$34,100	$21,000	$30,000	$37,000	$43,000	38
103.00	Executive Vice President	$53,153	$51,000	$52,260	$54,000	$56,000	13
ACADEMIC							
201.00	Chief Academic Officer	$53,000	$45,136	$50,455	$55,276	$62,196	92
201.10	Director, Conferences	$26,780	$18,900	$21,500	$29,150	$36,974	11
203.00	Director, Library Services	$32,000	$28,094	$30,865	$33,178	$37,853	88
203.10	Circulation Librarian	$16,632	$12,852	$14,960	$18,044	$24,739	30
203.20	Acquisitions Librarian	$17,280	$12,100	$16,057	$18,000	$24,175	24
203.30	Technical Services Librarian	$22,400	$18,500	$21,300	$24,600	$27,500	46
203.40	Public Services Librarian	$20,220	$17,106	$19,467	$22,500	$26,075	21
203.50	Reference Librarian	$24,225	$20,292	$23,300	$25,000	$27,375	48
204.00	Director, Institutional Research	$34,100	$28,454	$31,951	$35,000	$37,000	23
204.10	Associate Director, Institutional Research	$17,000	$14,280	$14,465	$19,480	$19,950	6
205.00	Director, Educational Media Services	$21,735	$18,803	$20,094	$24,000	$26,000	38
206.00	Director, Learning Resources Center	$25,000	$20,000	$22,315	$28,525	$35,646	20
207.00	Director, International Studies Education	$32,385	$25,000	$31,800	$35,000	$39,100	6
208.00	Director, Computer Center Operations/Academic	$27,615	$23,250	$26,467	$28,900	$35,581	30
208.10	Associate Director, Computer Center Operations/Academic	$23,951	$18,000	$21,915	$26,100	$27,000	15
209.00	Administrator, Grants and Contracts	$26,500	$22,260	$25,090	$26,500	$30,535	9
213.00	Dean, Arts and Sciences	$46,700	$34,944	$38,000	$49,000	$49,675	11
214.00	Dean, Business	$44,640	$33,217	$43,500	$45,000	$50,000	24
216.00	Dean, Continuing Education	$34,658	$25,750	$30,000	$35,000	$42,627	21
218.00	Dean, Education	$41,700	$33,000	$36,465	$43,750	$49,763	20
222.00	Dean, Fine Arts	$37,500	$33,795	$35,948	$39,500	$42,636	14
223.00	Dean, Graduate Programs	$40,265	$33,200	$40,000	$40,378	$45,796	12
226.00	Dean, Humanities	$34,660	$27,121	$30,320	$36,000	$39,677	12
230.00	Dean, Mathematics	$34,944	$27,840	$32,200	$34,944	$49,763	7
232.00	Dean, Music	$35,922	$31,500	$34,660	$38,900	$42,000	8
233.00	Dean, Nursing	$36,870	$28,760	$35,496	$39,208	$47,299	14
237.00	Dean, Sciences	$32,425	$23,880	$29,748	$34,660	$36,051	11
238.00	Dean, Social Sciences	$34,660	$25,000	$32,292	$34,811	$37,576	11
240.00	Dean, Special Programs	$30,656	$27,000	$30,487	$30,656	$35,190	5
241.00	Dean, Undergraduate Programs	$33,200	$26,500	$27,560	$33,200	$43,000	5
ADMINISTRATIVE							
301.00	Chief Business Officer	$49,500	$40,000	$47,012	$51,737	$59,000	83
301.01	Chief Administration Officer	$42,401	$35,178	$42,000	$45,000	$47,547	8
301.02	Chief Financial Officer	$39,936	$32,025	$36,580	$41,846	$52,021	17
303.00	Chief Budgeting Officer	$30,104	$25,000	$29,200	$34,547	$39,207	10
306.00	Chief Personnel/Human Resources Officer	$27,500	$18,200	$25,000	$28,594	$34,750	27
306.20	Manager, Benefits	$21,360	$20,174	$20,400	$21,360	$21,500	5
308.00	Director, Personnel and Affirmative Action	$27,909	$22,829	$24,500	$30,912	$32,312	13
309.00	Director, Computer Center	$30,010	$21,198	$29,400	$32,000	$38,950	41
309.10	Associate Director, Computer Center	$22,000	$15,300	$21,665	$22,000	$32,500	7
309.30	Systems Analyst I (highest level)	$23,184	$20,352	$22,601	$27,000	$29,238	11
309.50	Programmer Analyst I (highest level)	$21,525	$19,220	$21,300	$23,793	$25,732	20
309.60	Programmer Analyst II (lowest level)	$23,000	$16,000	$18,437	$23,000	$26,500	15
310.00	Director, Computer Center Operations/Administrative	$28,945	$20,900	$26,975	$30,000	$32,328	18
310.10	Associate Director, Computer Center Operations/Administrative	$20,600	$17,500	$18,779	$22,000	$25,200	6
311.00	Director, Information Systems	$34,800	$18,720	$26,000	$34,800	$55,000	7
312.00	Chief, Physical Plant/Facilities Management Officer	$32,808	$27,000	$30,762	$34,100	$37,219	75
312.10	Associate Director, Physical Plant/Facilities Management	$25,168	$18,000	$21,500	$26,769	$30,100	23
312.20	Manager, Landscape and Grounds	$20,880	$16,245	$19,400	$21,581	$24,085	25
312.30	Manager, Building and Maintenance Trades	$24,700	$19,407	$20,320	$25,355	$28,068	13
312.40	Manager, Technical Trades	$27,392	$18,900	$26,340	$27,392	$29,595	5
312.50	Manager, Custodial Services	$20,844	$17,178	$19,396	$21,630	$25,000	31
312.60	Manager, Power Plant	$20,873	$18,630	$19,994	$20,873	$24,767	7
313.00	Comptroller	$32,190	$25,000	$31,000	$33,527	$40,000	52
313.10	Manager, Payroll	$20,000	$16,171	$18,300	$20,174	$24,767	25
314.00	Director, Accounting	$28,068	$20,050	$25,000	$30,500	$32,615	25
314.10	Staff Accountant (highest level)	$23,800	$17,850	$21,233	$24,000	$25,416	23
314.20	Staff Accountant (lowest level)	$15,942	$14,040	$15,687	$17,000	$20,000	14
315.00	Bursar	$21,389	$16,650	$20,120	$23,000	$28,000	19
316.00	Director, Purchasing	$23,153	$18,500	$21,632	$24,342	$29,000	30
317.00	Director, Bookstore	$20,306	$15,450	$19,500	$21,348	$23,000	51
317.10	Associate Director, Bookstore	$16,080	$12,071	$15,600	$16,640	$19,000	10
319.00	Director, Auxiliary Services	$28,068	$25,200	$27,569	$30,925	$33,475	8
319.10	Manager, Mail Services	$15,100	$13,000	$14,500	$15,558	$17,500	28
320.00	Director, Campus Security	$19,500	$17,819	$18,600	$20,469	$24,227	44
EXTERNAL AFFAIRS							
401.00	Chief Development Officer	$46,061	$39,140	$44,300	$49,440	$58,000	74
401.10	Director, Annual Giving	$27,040	$25,000	$26,250	$27,800	$32,000	38
401.20	Director, Corporate/Foundation Relations	$30,870	$24,823	$28,500	$35,400	$38,600	18
401.30	Coordinator, Resource Development	$21,800	$20,000	$20,800	$22,500	$24,000	15
401.40	Director, Estate Planning	$30,500	$25,000	$30,337	$33,475	$41,255	14
402.00	Chief Public Relations Officer	$28,400	$25,000	$27,125	$30,369	$36,395	48
403.00	Chief Development and Public Relations Officer	$41,000	$29,200	$36,815	$41,200	$51,000	12
404.00	Director, Alumni Affairs	$26,000	$20,500	$25,000	$26,694	$29,952	73
405.00	Director, Development and Alumni Affairs	$33,150	$25,200	$29,700	$34,200	$40,665	12
406.00	Director, Special and Deferred Gifts	$29,666	$23,688	$28,050	$31,030	$42,000	12
407.00	Director, Church Relations	$32,490	$25,202	$28,211	$34,380	$36,170	13
409.00	Director, Publications	$25,500	$17,000	$23,500	$26,000	$31,379	22
409.10	Associate Director, Publications	$19,000	$16,145	$19,000	$20,150	$22,050	6
409.20	Manager, Printing Services	$17,138	$15,110	$16,910	$19,000	$20,900	14
410.00	Director, Information Office	$24,500	$20,500	$23,350	$27,000	$30,000	26
411.00	Director, News Bureau	$23,955	$18,550	$22,700	$24,500	$27,800	8
STUDENT SERVICES							
501.00	Chief Student Affairs Officer	$39,436	$32,445	$37,125	$40,919	$44,520	86
502.00	Director, Admissions	$34,000	$28,800	$32,000	$36,361	$40,500	76

Table 18

GENERAL BACCALAUREATE INSTITUTIONS (CLASS IIB) WITH BUDGETS OF $6.6 - $10.7 MILLION (continued)

POS	TITLE	MED	20%	40%	60%	80%	CASE
502.10	Associate Director, Admissions	$23,124	$18,250	$22,000	$23,669	$27,923	37
502.20	Assistant Director, Admissions	$19,092	$16,484	$18,000	$20,000	$22,050	46
503.00	Director, Admissions and Registrar	$44,100	$32,976	$42,500	$44,100	$47,580	5
504.00	Registrar	$28,726	$24,000	$27,825	$30,385	$33,170	87
504.10	Associate Registrar	$21,000	$15,194	$20,000	$22,000	$23,376	22
504.20	Assistant Registrar	$18,100	$15,000	$17,500	$19,000	$21,924	27
505.00	Director, Admissions and Financial Aid	$39,000	$35,000	$36,730	$40,000	$42,000	13
506.00	Director, Student Financial Aid	$25,623	$21,310	$25,000	$27,300	$31,700	89
506.10	Associate Director, Student Financial Aid	$19,060	$16,900	$18,000	$20,683	$22,500	30
507.00	Director, Food Services	$31,842	$23,562	$31,500	$34,250	$38,509	12
507.10	Associate Director, Food Services	$19,000	$11,107	$18,485	$19,760	$22,000	6
508.00	Director, Student Housing	$20,544	$16,920	$19,490	$22,000	$27,000	48
508.10	Associate Director, Student Housing	$17,512	$13,600	$16,875	$18,500	$27,468	10
508.30	Housing Officer/Residence Life	$18,000	$13,824	$16,629	$18,870	$21,000	23
510.00	Director, Foreign Students	$27,000	$15,750	$16,279	$27,000	$27,046	5
511.00	Director, Student Union	$24,300	$19,316	$23,500	$25,000	$32,400	12
512.00	Director, Student Activities	$20,163	$16,050	$19,392	$21,000	$23,500	51
513.00	Director, Student Placement	$23,097	$18,892	$22,000	$24,095	$27,300	60
514.00	Director, Student Counseling	$24,350	$20,000	$23,394	$25,829	$32,280	46
514.10	Associate Director, Student Counseling	$22,540	$19,750	$20,857	$22,540	$27,000	7
515.00	Director, Student Health Services (Physician Administrator)	$23,400	$16,000	$21,276	$23,400	$30,000	9
516.00	Director, Student Health Services (Nurse Administrator)	$18,900	$13,581	$17,802	$20,060	$22,320	50
517.00	Director, Campus Ministries	$25,000	$18,850	$23,520	$26,125	$31,000	39
518.00	Director, Athletics	$34,187	$25,685	$30,000	$36,481	$41,000	68
519.00	Director, Sports Information	$18,000	$16,320	$16,900	$18,500	$19,500	18
520.00	Director, Athletics/Men	$34,400	$23,700	$32,664	$34,400	$37,000	5
521.00	Director, Athletics/Women	$25,000	$19,300	$24,597	$26,100	$28,865	12
522.00	Director, Campus Recreation/Intramurals	$20,043	$15,600	$18,000	$20,818	$26,265	16
523.00	Director, Enrollment Management	$40,000	$32,708	$33,000	$42,000	$55,000	6

Table 19

GENERAL BACCALAUREATE INSTITUTIONS (CLASS IIB) WITH BUDGETS OF $10.8 - $17.1 MILLION

CLASSIFICATION: Gen Bac Ins **SOURCE OF SUPPORT:** Not specified. **FTE-ENROLLMENT RANGE:** Not specified. **1988/1989 BUDGET RANGE:** $10,700,001 thru $17,100,000 **CASES SELECTED:** 96.

POS	TITLE	MED	20%	40%	60%	80%	CASE
EXECUTIVE							
102.00	Chief Executive Officer, Single Institution	$84,423	$70,000	$79,560	$91,500	$102,400	95
102.10	Assistant to the President, Single Institution	$37,300	$29,688	$33,522	$42,268	$54,000	42
103.00	Executive Vice President	$58,300	$47,500	$55,424	$60,256	$74,000	17
ACADEMIC							
201.00	Chief Academic Officer	$60,000	$50,432	$56,600	$63,500	$70,500	91
201.10	Director, Conferences	$26,068	$21,500	$24,000	$30,500	$35,000	18
203.00	Director, Library Services	$37,830	$32,000	$35,600	$40,887	$44,565	86
203.10	Circulation Librarian	$24,000	$15,308	$22,650	$25,000	$28,765	37
203.20	Acquisitions Librarian	$25,290	$19,849	$23,551	$27,869	$31,100	38
203.30	Technical Services Librarian	$24,607	$20,935	$22,545	$26,800	$30,120	58
203.40	Public Services Librarian	$26,550	$21,300	$23,500	$28,000	$30,000	40
203.50	Reference Librarian	$24,548	$21,100	$23,100	$25,000	$27,100	63
204.00	Director, Institutional Research	$36,406	$28,786	$34,020	$37,550	$40,308	27
205.00	Director, Educational Media Services	$27,525	$21,160	$25,400	$29,000	$32,000	41
206.00	Director, Learning Resources Center	$29,468	$24,945	$27,313	$31,800	$36,190	31
207.00	Director, International Studies Education	$28,325	$24,000	$26,376	$30,124	$31,000	10
208.00	Director, Computer Center Operations/Academic	$37,090	$27,210	$32,460	$37,420	$43,000	29
208.10	Associate Director, Computer Center Operations/Academic	$24,840	$23,000	$24,641	$25,060	$29,200	11
209.00	Administrator, Grants and Contracts	$30,000	$21,000	$25,951	$30,500	$40,934	15
212.00	Dean, Arts and Letters	$45,265	$39,100	$41,400	$45,265	$52,190	7
213.00	Dean, Arts and Sciences	$48,000	$41,118	$45,900	$61,290	$64,000	10
214.00	Dean, Business	$49,210	$35,000	$46,730	$52,200	$64,340	31
216.00	Dean, Continuing Education	$37,450	$30,169	$37,000	$40,700	$46,600	32
218.00	Dean, Education	$47,355	$34,933	$43,041	$47,630	$51,418	23
222.00	Dean, Fine Arts	$45,414	$32,850	$41,200	$47,100	$51,469	11
223.00	Dean, Graduate Programs	$42,920	$35,970	$41,000	$44,863	$47,600	15
226.00	Dean, Humanities	$39,400	$34,350	$38,000	$43,605	$45,000	18
232.00	Dean, Music	$34,815	$22,500	$29,663	$34,815	$44,310	5
233.00	Dean, Nursing	$49,160	$36,058	$42,800	$50,407	$61,215	11
234.00	Dean, Occupational Studies/Vocational Education/Technology	$46,665	$39,000	$42,550	$50,700	$52,000	6
237.00	Dean, Sciences	$43,355	$35,000	$41,647	$46,279	$49,275	23
238.00	Dean, Social Sciences	$40,320	$36,600	$38,430	$41,800	$47,133	18
240.00	Dean, Special Programs	$39,266	$33,123	$35,000	$39,266	$40,000	5
ADMINISTRATIVE							
301.00	Chief Business Officer	$57,500	$50,800	$54,500	$60,000	$69,000	80
301.01	Chief Administration Officer	$45,000	$32,118	$42,260	$45,000	$58,128	7
301.02	Chief Financial Officer	$50,500	$38,100	$46,380	$53,000	$60,819	19
301.10	Director, Health and Safety	$25,000	$22,704	$23,472	$25,650	$29,000	6
301.20	Director, Telecommunications	$22,600	$15,000	$19,442	$22,600	$24,900	5
302.00	Chief Planning Officer	$46,850	$35,000	$41,445	$48,056	$50,962	14
303.00	Chief Budgeting Officer	$42,244	$35,810	$42,000	$42,244	$45,000	9
303.10	Associate Budget Director	$26,000	$21,000	$25,884	$28,000	$33,000	6
306.00	Chief Personnel/Human Resources Officer	$32,000	$24,000	$28,900	$34,000	$37,780	41
306.10	Associate Director, Personnel/Human Resources	$23,390	$21,625	$23,000	$23,390	$24,607	7
306.20	Manager, Benefits	$21,000	$13,350	$18,454	$21,000	$25,000	7
308.00	Director, Personnel and Affirmative Action	$30,912	$25,500	$27,390	$31,200	$34,443	23
309.00	Director, Computer Center	$38,333	$33,125	$36,780	$40,000	$46,746	60
309.10	Associate Director, Computer Center	$29,170	$24,000	$27,521	$30,500	$33,810	22
309.20	Data Base Administrator	$24,000	$13,325	$23,400	$24,000	$30,500	7
309.30	Systems Analyst I (highest level)	$28,892	$23,100	$25,500	$29,500	$31,501	13
309.40	Systems Analyst II (lowest level)	$21,000	$16,000	$18,000	$21,000	$27,540	7
309.50	Programmer Analyst I (highest level)	$24,860	$21,000	$22,876	$25,129	$27,161	31
309.60	Programmer Analyst II (lowest level)	$20,485	$17,251	$19,100	$20,950	$23,000	25
310.00	Director, Computer Center Operations/Administrative	$32,000	$24,587	$29,200	$33,500	$36,400	21
310.10	Associate Director, Computer Center Operations/Administrative	$25,780	$21,000	$25,750	$25,780	$34,000	9
311.00	Director, Information Systems	$27,040	$19,750	$25,450	$27,040	$38,230	9
312.00	Chief, Physical Plant/Facilities Management Officer	$38,516	$32,400	$37,009	$40,000	$44,000	84
312.10	Associate Director, Physical Plant/Facilities Management	$28,810	$24,495	$27,440	$30,500	$32,500	33
312.20	Manager, Landscape and Grounds	$22,000	$18,300	$21,412	$22,950	$27,500	35
312.30	Manager, Building and Maintenance Trades	$26,360	$22,236	$26,196	$27,850	$30,000	27
312.40	Manager, Technical Trades	$29,000	$28,000	$28,239	$29,308	$32,804	10
312.50	Manager, Custodial Services	$21,000	$18,656	$19,760	$22,707	$25,992	45
312.60	Manager, Power Plant	$23,350	$21,568	$22,464	$28,100	$28,500	8
313.00	Comptroller	$36,900	$32,118	$35,500	$38,000	$42,700	61
313.10	Manager, Payroll	$21,500	$16,120	$19,795	$21,528	$24,224	29
314.00	Director, Accounting	$31,500	$23,500	$28,000	$32,823	$38,000	27
314.10	Staff Accountant (highest level)	$21,816	$17,820	$19,440	$22,500	$24,460	31
314.20	Staff Accountant (lowest level)	$17,400	$15,600	$16,500	$18,000	$22,383	18
315.00	Bursar	$23,600	$20,900	$22,001	$24,720	$27,000	19
315.10	Associate Bursar	$20,000	$14,000	$16,500	$20,000	$22,250	5
316.00	Director, Purchasing	$26,959	$22,200	$26,130	$27,637	$31,600	39
316.10	Associate Director, Purchasing	$18,000	$17,400	$17,565	$18,000	$19,400	5
317.00	Director, Bookstore	$22,525	$18,400	$20,900	$22,956	$26,682	59
317.10	Associate Director, Bookstore	$15,300	$14,023	$15,000	$15,300	$22,000	9
319.00	Director, Auxiliary Services	$34,018	$22,500	$32,000	$41,100	$43,250	10
319.10	Manager, Mail Services	$15,654	$14,000	$15,310	$16,000	$17,884	29
320.00	Director, Campus Security	$24,500	$18,950	$22,791	$26,274	$29,700	60
EXTERNAL AFFAIRS							
401.00	Chief Development Officer	$52,536	$41,900	$50,425	$53,822	$64,000	75
401.10	Director, Annual Giving	$30,000	$24,570	$28,500	$31,530	$35,400	46
401.20	Director, Corporate/Foundation Relations	$32,500	$29,629	$30,500	$34,457	$42,400	30
401.30	Coordinator, Resource Development	$23,000	$18,000	$22,660	$25,000	$28,000	12
401.40	Director, Estate Planning	$34,807	$29,000	$32,100	$37,000	$51,278	23
402.00	Chief Public Relations Officer	$31,253	$26,000	$28,980	$33,312	$39,000	58
403.00	Chief Development and Public Relations Officer	$49,650	$36,540	$41,000	$49,878	$52,770	14
404.00	Director, Alumni Affairs	$26,508	$22,500	$25,334	$28,723	$33,000	67
405.00	Director, Development and Alumni Affairs	$34,980	$32,823	$34,125	$42,850	$43,860	6
406.00	Director, Special and Deferred Gifts	$31,500	$26,000	$30,168	$33,500	$42,100	17
407.00	Director, Church Relations	$23,027	$19,425	$21,578	$27,000	$42,318	12

Table 19

GENERAL BACCALAUREATE INSTITUTIONS (CLASS IIB) WITH BUDGETS OF $10.8 - $17.1 MILLION (continued)

POS	TITLE	MED	20%	40%	60%	80%	CASE
408.00	Director, Community Services	$27,000	$15,980	$25,480	$27,000	$33,100	7
409.00	Director, Publications	$25,615	$19,998	$24,615	$27,500	$32,000	37
409.10	Associate Director, Publications	$18,250	$15,000	$18,000	$18,250	$25,122	7
409.20	Manager, Printing Services	$21,170	$17,000	$21,090	$22,643	$26,050	30
410.00	Director, Information Office	$25,128	$20,000	$21,890	$26,172	$30,000	23
411.00	Director, News Bureau	$20,513	$17,510	$19,890	$22,000	$27,111	14
STUDENT SERVICES							
501.00	Chief Student Affairs Officer	$46,622	$39,000	$44,435	$49,875	$54,060	94
502.00	Director, Admissions	$37,585	$30,800	$34,400	$40,000	$49,500	81
502.10	Associate Director, Admissions	$25,500	$21,840	$24,775	$27,468	$30,000	53
502.20	Assistant Director, Admissions	$22,000	$20,000	$21,400	$22,500	$25,500	43
504.00	Registrar	$34,000	$27,750	$31,900	$35,280	$38,994	89
504.10	Associate Registrar	$25,128	$22,000	$23,893	$25,200	$28,580	13
504.20	Assistant Registrar	$20,145	$17,000	$19,116	$21,000	$22,584	33
505.00	Director, Admissions and Financial Aid	$45,172	$33,800	$44,000	$45,580	$47,700	10
506.00	Director, Student Financial Aid	$31,750	$27,038	$30,450	$33,312	$36,025	92
506.10	Associate Director, Student Financial Aid	$20,800	$19,000	$20,045	$21,682	$23,364	43
507.00	Director, Food Services	$30,300	$26,600	$28,683	$32,388	$37,381	18
507.10	Associate Director, Food Services	$21,500	$19,255	$21,100	$22,500	$26,208	10
508.00	Director, Student Housing	$25,350	$19,000	$24,150	$27,000	$32,000	57
508.10	Associate Director, Student Housing	$19,760	$12,500	$18,000	$19,968	$22,500	12
508.30	Housing Officer/Residence Life	$21,800	$13,000	$17,500	$24,000	$26,532	26
510.00	Director, Foreign Students	$22,860	$18,210	$22,000	$24,400	$27,463	17
511.00	Director, Student Union	$26,209	$22,625	$25,662	$27,300	$35,633	24
511.10	Associate Director, Student Union	$21,200	$17,000	$19,000	$21,200	$21,200	5
512.00	Director, Student Activities	$24,300	$18,466	$23,690	$25,000	$27,830	66
513.00	Director, Student Placement	$26,460	$23,400	$25,500	$28,000	$32,569	73
514.00	Director, Student Counseling	$29,998	$24,395	$26,935	$33,600	$37,000	63
514.10	Associate Director, Student Counseling	$25,268	$19,500	$23,000	$25,400	$28,400	10
515.00	Director, Student Health Services (Physician Administrator)	$20,356	$17,550	$19,080	$32,000	$36,700	8
516.00	Director, Student Health Services (Nurse Administrator)	$23,805	$17,468	$20,000	$24,634	$27,576	55
517.00	Director, Campus Ministries	$26,707	$21,616	$26,000	$27,540	$32,488	40
518.00	Director, Athletics	$38,934	$31,359	$37,600	$41,400	$45,360	76
519.00	Director, Sports Information	$20,000	$15,000	$19,319	$21,000	$22,700	28
520.00	Director, Athletics/Men	$36,200	$14,000	$31,200	$36,200	$41,207	7
521.00	Director, Athletics/Women	$26,210	$23,100	$25,768	$26,309	$29,085	14
522.00	Director, Campus Recreation/Intramurals	$20,085	$17,000	$18,000	$22,867	$24,386	26
523.00	Director, Enrollment Management	$43,824	$33,658	$40,000	$46,600	$47,500	11
524.00	Director, Minority Affairs	$25,348	$19,440	$21,083	$26,050	$35,316	10

Table 20

GENERAL BACCALAUREATE INSTITUTIONS (CLASS IIB) WITH BUDGETS OF $17.2 MILLION OR MORE

CLASSIFICATION: Gen Bac Ins **SOURCE OF SUPPORT:** Not specified. **FTE-ENROLLMENT RANGE:** Not specified. **1988/1989 BUDGET RANGE:** $17,100,001 thru Max budget. **CASES SELECTED:** 98.

POS	TITLE	MED	20%	40%	60%	80%	CASE
EXECUTIVE							
102.00	Chief Executive Officer, Single Institution	$97,000	$82,000	$90,000	$103,000	$118,000	90
102.10	Assistant to the President, Single Institution	$40,930	$31,000	$35,000	$44,900	$53,000	56
103.00	Executive Vice President	$65,128	$53,409	$60,320	$66,216	$83,369	17
ACADEMIC							
201.00	Chief Academic Officer	$68,400	$60,000	$65,000	$71,000	$79,500	95
201.10	Director, Conferences	$27,750	$25,000	$26,500	$29,000	$31,920	21
203.00	Director, Library Services	$43,500	$37,320	$42,000	$46,500	$52,699	87
203.10	Circulation Librarian	$22,350	$18,500	$21,100	$23,250	$27,000	44
203.20	Acquisitions Librarian	$27,800	$22,500	$26,120	$30,030	$31,473	48
203.30	Technical Services Librarian	$29,430	$22,563	$27,864	$30,300	$32,800	64
203.40	Public Services Librarian	$29,000	$22,601	$25,254	$29,523	$32,269	36
203.50	Reference Librarian	$26,600	$22,000	$25,600	$29,000	$31,805	62
204.00	Director, Institutional Research	$38,850	$28,900	$36,600	$40,000	$47,700	42
204.10	Associate Director, Institutional Research	$21,000	$20,000	$20,248	$21,000	$32,508	5
205.00	Director, Educational Media Services	$27,916	$22,300	$24,950	$29,338	$36,200	45
206.00	Director, Learning Resources Center	$27,600	$22,500	$27,000	$28,000	$32,000	30
207.00	Director, International Studies Education	$37,550	$26,000	$34,000	$42,436	$45,700	16
208.00	Director, Computer Center Operations/Academic	$43,200	$38,000	$42,060	$45,340	$51,400	41
208.10	Associate Director, Computer Center Operations/Academic	$33,900	$26,000	$31,280	$34,013	$38,586	24
209.00	Administrator, Grants and Contracts	$33,500	$22,706	$29,500	$38,291	$49,185	16
213.00	Dean, Arts and Sciences	$56,450	$51,510	$56,000	$57,400	$64,116	26
214.00	Dean, Business	$56,600	$44,867	$52,472	$60,050	$67,500	33
216.00	Dean, Continuing Education	$46,000	$35,000	$42,000	$47,014	$52,383	31
218.00	Dean, Education	$46,175	$36,752	$41,350	$51,392	$57,750	22
219.00	Dean, Engineering	$53,046	$46,175	$48,720	$57,000	$64,400	8
222.00	Dean, Fine Arts	$50,100	$41,300	$50,000	$50,665	$52,986	8
223.00	Dean, Graduate Programs	$47,000	$37,392	$46,000	$49,313	$52,126	18
224.00	Dean, Health-Related Professions	$55,000	$32,538	$35,354	$65,247	$72,432	6
226.00	Dean, Humanities	$48,800	$33,000	$39,000	$48,800	$53,000	7
228.00	Dean, Law	$76,452	$41,486	$71,821	$94,500	$102,000	6
230.00	Dean, Mathematics	$53,000	$39,000	$42,708	$53,000	$57,475	7
232.00	Dean, Music	$49,762	$39,000	$41,675	$49,762	$58,500	5
233.00	Dean, Nursing	$39,650	$38,110	$39,563	$46,180	$52,572	10
234.00	Dean, Occupational Studies/Vocational Education/Technology	$55,116	$50,485	$51,500	$57,253	$60,504	6
237.00	Dean, Sciences	$49,000	$34,100	$46,175	$50,175	$57,750	15
238.00	Dean, Social Sciences	$46,700	$33,000	$41,000	$48,946	$52,500	12
240.00	Dean, Special Programs	$46,124	$42,000	$42,000	$46,124	$55,282	5
241.00	Dean, Undergraduate Programs	$44,718	$42,851	$44,000	$47,000	$57,300	8
ADMINISTRATIVE							
301.00	Chief Business Officer	$67,575	$57,050	$64,800	$73,500	$79,900	79
301.01	Chief Administration Officer	$56,000	$46,800	$54,000	$58,500	$62,000	12
301.02	Chief Financial Officer	$53,000	$43,000	$52,302	$57,500	$65,000	19
301.20	Director, Telecommunications	$25,570	$18,810	$23,412	$26,275	$30,000	17
302.00	Chief Planning Officer	$59,250	$50,616	$56,760	$60,782	$65,000	13
303.00	Chief Budgeting Officer	$43,800	$32,940	$41,556	$47,500	$52,000	20
303.10	Associate Budget Director	$34,539	$26,400	$34,188	$34,539	$35,800	7
304.00	Chief Planning and Budget Officer	$49,800	$42,500	$46,500	$55,728	$60,000	10
305.00	General Counsel	$50,000	$39,900	$46,920	$50,000	$52,500	9
306.00	Chief Personnel/Human Resources Officer	$39,530	$32,760	$38,220	$41,164	$45,900	62
306.10	Associate Director, Personnel/Human Resources	$26,200	$22,366	$24,745	$27,200	$29,192	25
306.20	Manager, Benefits	$24,300	$18,500	$22,500	$25,400	$28,620	19
306.60	Manager, Employment	$23,050	$17,500	$21,820	$24,840	$24,900	8
307.00	Director, Affirmative Action/Equal Employment	$33,400	$29,400	$32,900	$33,780	$44,310	12
308.00	Director, Personnel and Affirmative Action	$34,889	$31,800	$34,750	$35,100	$43,270	14
309.00	Director, Computer Center	$47,500	$40,900	$45,720	$50,844	$55,500	52
309.10	Associate Director, Computer Center	$34,500	$25,969	$33,385	$37,584	$40,000	23
309.20	Data Base Administrator	$35,000	$19,575	$30,550	$35,000	$50,000	7
309.30	Systems Analyst I (highest level)	$32,064	$26,164	$28,305	$33,770	$37,800	37
309.40	Systems Analyst II (lowest level)	$26,616	$21,000	$23,000	$27,200	$28,700	20
309.50	Programmer Analyst I (highest level)	$27,333	$23,045	$25,133	$28,600	$33,098	48
309.60	Programmer Analyst II (lowest level)	$22,900	$21,000	$22,256	$24,000	$26,000	39
310.00	Director, Computer Center Operations/Administrative	$40,000	$33,750	$39,090	$42,000	$44,000	30
310.10	Associate Director, Computer Center Operations/Administrative	$30,525	$26,520	$29,789	$31,300	$37,002	24
311.00	Director, Information Systems	$45,200	$36,875	$42,994	$46,410	$50,500	18
312.00	Chief, Physical Plant/Facilities Management Officer	$45,701	$38,000	$42,500	$46,400	$51,250	84
312.10	Associate Director, Physical Plant/Facilities Management	$37,212	$28,860	$34,250	$37,631	$41,600	39
312.20	Manager, Landscape and Grounds	$27,250	$22,400	$26,130	$27,950	$32,350	51
312.30	Manager, Building and Maintenance Trades	$30,370	$25,250	$28,496	$31,750	$35,134	34
312.40	Manager, Technical Trades	$26,700	$25,250	$25,800	$31,850	$35,450	10
312.50	Manager, Custodial Services	$27,275	$22,925	$26,385	$28,000	$31,900	54
312.60	Manager, Power Plant	$34,322	$30,000	$32,198	$34,400	$35,000	19
313.00	Comptroller	$44,950	$38,290	$41,580	$47,500	$50,750	73
313.10	Manager, Payroll	$23,700	$18,536	$22,880	$23,920	$27,483	38
314.00	Director, Accounting	$33,000	$24,150	$31,200	$33,650	$36,100	35
314.10	Staff Accountant (highest level)	$27,000	$21,003	$25,200	$29,000	$37,300	42
314.20	Staff Accountant (lowest level)	$22,000	$18,500	$21,200	$22,745	$24,611	34
315.00	Bursar	$28,560	$23,625	$26,600	$29,519	$36,300	30
315.10	Associate Bursar	$25,300	$12,000	$22,300	$29,680	$31,672	6
316.00	Director, Purchasing	$32,000	$27,500	$29,813	$34,188	$36,801	53
316.10	Associate Director, Purchasing	$24,330	$15,000	$22,115	$29,484	$29,940	6
317.00	Director, Bookstore	$28,292	$22,000	$27,300	$30,000	$32,500	65
317.10	Associate Director, Bookstore	$19,094	$16,775	$19,075	$19,820	$24,800	14
318.00	Director, Internal Audit	$32,004	$27,323	$30,859	$32,004	$33,888	9
319.00	Director, Auxiliary Services	$38,500	$33,596	$37,150	$42,500	$52,900	22
319.10	Manager, Mail Services	$18,500	$15,600	$17,547	$19,610	$20,659	39
320.00	Director, Campus Security	$29,640	$24,600	$28,400	$31,000	$35,215	79
EXTERNAL AFFAIRS							
401.00	Chief Development Officer	$61,250	$49,093	$57,000	$65,000	$75,705	80
401.10	Director, Annual Giving	$31,031	$26,100	$29,900	$33,828	$37,468	68

Table 20

GENERAL BACCALAUREATE INSTITUTIONS (CLASS IIB) WITH BUDGETS OF $17.2 MILLION OR MORE (continued)

POS	TITLE	MED	20%	40%	60%	80%	CASE
401.20	Director, Corporate/Foundation Relations	$32,500	$28,000	$31,364	$35,777	$41,180	44
401.30	Coordinator, Resource Development	$24,000	$20,800	$22,983	$25,587	$30,000	18
401.40	Director, Estate Planning	$42,600	$34,893	$40,520	$44,000	$49,820	25
402.00	Chief Public Relations Officer	$38,100	$31,200	$35,136	$41,500	$48,131	66
403.00	Chief Development and Public Relations Officer	$67,500	$49,820	$61,300	$75,000	$75,600	18
404.00	Director, Alumni Affairs	$33,390	$28,200	$31,200	$35,300	$40,550	85
405.00	Director, Development and Alumni Affairs	$41,250	$39,000	$39,900	$43,740	$48,157	10
406.00	Director, Special and Deferred Gifts	$39,300	$31,900	$38,980	$41,400	$47,970	30
407.00	Director, Church Relations	$39,400	$27,739	$36,324	$41,000	$46,600	10
408.00	Director, Community Services	$26,665	$25,200	$25,700	$28,840	$30,888	8
409.00	Director, Publications	$28,700	$24,546	$27,560	$30,000	$33,600	48
409.10	Associate Director, Publications	$22,684	$19,015	$21,200	$23,000	$23,400	13
409.20	Manager, Printing Services	$22,200	$19,227	$20,000	$23,200	$27,000	30
410.00	Director, Information Office	$32,800	$23,000	$27,500	$35,280	$40,000	27
411.00	Director, News Bureau	$26,000	$20,300	$24,800	$27,180	$32,198	32
STUDENT SERVICES							
501.00	Chief Student Affairs Officer	$53,350	$43,407	$51,299	$55,000	$61,850	92
502.00	Director, Admissions	$45,045	$36,926	$43,200	$46,888	$54,000	74
502.10	Associate Director, Admissions	$31,000	$27,000	$30,000	$32,000	$35,528	70
502.20	Assistant Director, Admissions	$22,400	$19,333	$21,666	$23,900	$26,000	66
504.00	Registrar	$37,608	$32,000	$36,300	$40,000	$44,868	88
504.10	Associate Registrar	$23,390	$21,245	$23,041	$26,000	$28,000	26
504.20	Assistant Registrar	$21,996	$19,589	$21,000	$22,500	$25,000	28
505.00	Director, Admissions and Financial Aid	$56,498	$47,000	$53,600	$57,500	$63,108	17
506.00	Director, Student Financial Aid	$35,304	$30,000	$34,100	$37,300	$42,250	92
506.10	Associate Director, Student Financial Aid	$23,559	$19,597	$22,050	$25,600	$28,020	62
507.00	Director, Food Services	$41,111	$33,000	$37,700	$42,605	$49,000	30
507.10	Associate Director, Food Services	$30,450	$23,000	$28,859	$31,250	$33,045	17
508.00	Director, Student Housing	$28,350	$24,000	$26,500	$30,588	$33,463	73
508.10	Associate Director, Student Housing	$21,237	$19,000	$21,000	$23,100	$25,800	24
508.20	Housing Officer/Administrative Operations	$21,060	$17,500	$17,935	$23,400	$29,800	8
508.30	Housing Officer/Residence Life	$20,000	$17,358	$19,000	$24,178	$27,500	28
510.00	Director, Foreign Students	$31,420	$18,528	$27,500	$31,923	$38,652	12
511.00	Director, Student Union	$29,000	$24,800	$28,000	$31,500	$33,915	30
511.10	Associate Director, Student Union	$24,800	$18,690	$22,560	$25,080	$27,700	11
512.00	Director, Student Activities	$26,623	$22,500	$24,700	$28,000	$33,606	68
513.00	Director, Student Placement	$32,000	$26,500	$30,150	$33,545	$38,550	81
514.00	Director, Student Counseling	$37,342	$30,210	$34,500	$38,520	$42,500	67
514.10	Associate Director, Student Counseling	$29,114	$19,304	$25,200	$29,500	$33,600	17
515.00	Director, Student Health Services (Physician Administrator)	$52,000	$24,620	$30,000	$60,200	$70,500	23
516.00	Director, Student Health Services (Nurse Administrator)	$25,235	$19,500	$24,285	$26,000	$30,240	59
517.00	Director, Campus Ministries	$33,000	$27,632	$31,089	$35,842	$39,200	53
518.00	Director, Athletics	$44,350	$37,450	$41,693	$47,700	$51,000	81
519.00	Director, Sports Information	$20,400	$17,050	$19,760	$21,700	$26,297	57
520.00	Director, Athletics/Men	$44,309	$40,400	$42,034	$44,309	$51,000	5
521.00	Director, Athletics/Women	$31,600	$27,800	$30,350	$31,735	$37,804	14
522.00	Director, Campus Recreation/Intramurals	$27,446	$21,000	$25,000	$30,257	$32,325	32
523.00	Director, Enrollment Management	$43,000	$26,000	$28,840	$43,500	$48,000	10
524.00	Director, Minority Affairs	$31,700	$23,500	$30,000	$33,800	$41,600	27

Table 21

TWO YEAR INSTITUTIONS (CLASS III) WITH ACADEMIC RANK WITH BUDGETS OF $4.9 MILLION OR LESS

CLASSIFICATION: 2-Yr Acad **SOURCE OF SUPPORT:** Not specified. **FTE-ENROLLMENT RANGE:** Not specified. **1988/1989 BUDGET RANGE:** Zero thru $4,900,000 **CASES SELECTED:** 94.

POS	TITLE	MED	20%	40%	60%	80%	CASE
EXECUTIVE							
102.00	Chief Executive Officer, Single Institution	$58,000	$48,825	$56,175	$61,000	$67,953	90
102.10	Assistant to the President, Single Institution	$24,382	$21,840	$24,150	$24,767	$38,609	14
103.00	Executive Vice President	$38,301	$32,000	$36,000	$38,301	$60,131	9
ACADEMIC							
201.00	Chief Academic Officer	$42,000	$35,357	$41,000	$44,000	$51,228	80
203.00	Director, Library Services	$29,556	$23,000	$26,900	$30,312	$38,870	62
203.10	Circulation Librarian	$14,500	$11,185	$12,000	$18,000	$19,000	8
203.30	Technical Services Librarian	$20,000	$16,000	$18,000	$20,000	$21,000	9
203.40	P blic Services Librarian	$25,298	$13,900	$25,000	$30,331	$32,000	6
203.50	Reference Librarian	$24,525	$18,390	$21,617	$27,000	$31,447	14
204.00	Director, Institutional Research	$32,821	$23,567	$31,799	$39,140	$40,775	11
205.00	Director, Educational Media Services	$27,000	$16,750	$22,407	$30,060	$32,821	14
206.00	Director, Learning Resources Center	$27,886	$19,666	$27,448	$29,049	$37,649	26
208.00	Director, Computer Center Operations/Academic	$26,000	$21,083	$21,819	$27,012	$36,830	6
209.00	Administrator, Grants and Contracts	$29,144	$18,000	$26,379	$36,470	$40,176	8
213.00	Dean, Arts and Sciences	$41,193	$30,000	$34,975	$44,112	$46,613	10
214.00	Dean, Business	$32,900	$27,268	$31,242	$36,000	$41,910	19
216.00	Dean, Continuing Education	$37,606	$30,000	$36,900	$39,367	$43,863	29
219.00	Dean, Engineering	$41,580	$35,436	$40,008	$41,580	$43,773	5
224.00	Dean, Health-Related Professions	$36,000	$32,616	$33,900	$37,008	$41,910	8
226.00	Dean, Humanities	$24,000	$18,867	$22,500	$24,000	$25,560	5
233.00	Dean, Nursing	$37,610	$27,780	$31,000	$37,674	$39,379	10
234.00	Dean, Occupational Studies/Vocational Education/Technology	$41,234	$34,875	$38,690	$41,267	$46,000	17
237.00	Dean, Sciences	$30,000	$19,990	$29,100	$30,000	$35,049	5
238.00	Dean, Social Sciences	$28,600	$23,000	$26,800	$29,498	$33,180	6
240.00	Dean, Special Programs	$32,800	$28,000	$32,000	$33,248	$42,336	8
ADMINISTRATIVE							
301.00	Chief Business Officer	$38,652	$29,000	$35,251	$41,034	$48,792	77
301.01	Chief Administration Officer	$40,895	$33,400	$33,470	$44,000	$46,000	8
301.02	Chief Financial Officer	$31,000	$21,355	$30,300	$35,440	$39,000	10
306.00	Chief Personnel/Human Resources Officer	$26,134	$15,820	$25,000	$26,134	$35,149	9
309.00	Director, Computer Center	$28,182	$24,638	$27,411	$30,000	$33,943	30
309.10	Associate Director, Computer Center	$20,[illegible]0	$16,000	$17,510	$20,000	$24,786	5
309.50	Programmer Analyst I (highest level)	$22,208	$14,000	$18,700	$24,035	$25,517	6
310.00	Director, Computer Center Operations/Administrative	$29,603	$23,000	$25,500	$29,603	$31,080	7
310.10	Associate Director, Computer Center Operations/Administrative	$23,100	$17,510	$21,324	$23,500	$28,661	6
312.00	Chief, Physical Plant/Facilities Management Officer	$22,890	$19,000	$21,000	$24,800	$29,791	41
312.10	Associate Director, Physical Plant/Facilities Management	$18,959	$14,000	$18,025	$18,959	$25,033	7
312.20	Manager, Landscape and Grounds	$21,222	$17,888	$19,000	$21,222	$27,216	5
312.30	Manager, Building and Maintenance Trades	$22,386	$17,304	$22,264	$22,386	$27,612	7
312.50	Manager, Custodial Services	$17,000	$14,248	$16,617	$17,648	$21,514	13
313.00	Comptroller	$28,392	$21,379	$24,904	$28,500	$30,230	10
313.10	Manager, Payroll	$19,021	$15,704	$18,864	$19,021	$20,500	9
314.00	Director, Accounting	$23,131	$17,750	$21,428	$24,000	$28,493	19
314.10	Staff Accountant (highest level)	$20,000	$16,000	$17,510	$20,800	$25,434	14
314.20	Staff Accountant (lowest level)	$19,000	$13,416	$17,815	$19,000	$20,200	9
316.00	Director, Purchasing	$22,360	$19,004	$21,000	$23,000	$27,997	14
317.00	Director, Bookstore	$17,564	$14,000	$16,025	$18,186	$21,167	38
319.00	Director, Auxiliary Services	$26,714	$12,600	$18,700	$26,714	$33,929	5
320.00	Director, Campus Security	$20,000	$14,965	$18,000	$20,000	$24,888	7
EXTERNAL AFFAIRS							
401.00	Chief Development Officer	$33,000	$28,000	$32,000	$33,800	$36,764	23
402.00	Chief Public Relations Officer	$23,000	$17,590	$22,000	$24,150	$28,295	30
403.00	Chief Development and Public Relations Officer	$29,453	$20,880	$24,000	$29,453	$32,622	7
404.00	Director, Alumni Affairs	$19,000	$17,358	$18,000	$22,400	$23,640	8
408.00	Director, Community Services	$37,088	$28,325	$31,384	$37,295	$43,704	11
410.00	Director, Information Office	$20,502	$11,893	$15,477	$32,067	$35,724	6
STUDENT SERVICES							
501.00	Chief Student Affairs Officer	$40,000	$34,000	$37,934	$41,106	$47,568	69
502.00	Director, Admissions	$27,300	$21,000	$25,728	$29,120	$35,616	40
502.10	Associate Director, Admissions	$18,840	$15,450	$15,500	$18,840	$27,825	5
502.20	Assistant Director, Admissions	$19,200	$16,500	$18,000	$19,500	$22,000	10
503.00	Director, Admissions and Registrar	$27,600	$21,000	$27,005	$36,900	$44,144	12
504.00	Registrar	$23,181	$19,207	$22,000	$24,960	$30,700	42
504.10	Associate Registrar	$16,500	$12,392	$15,000	$17,132	$20,500	6
504.20	Assistant Registrar	$18,800	$12,720	$16,276	$18,800	$21,549	5
505.00	Director, Admissions and Financial Aid	$30,700	$18,000	$23,000	$31,908	$35,000	11
506.00	Director, Student Financial Aid	$24,500	$19,055	$22,245	$26,103	$33,900	62
506.10	Associate Director, Student Financial Aid	$19,448	$15,000	$17,690	$20,500	$24,500	15
507.00	Director, Food Services	$18,000	$15,843	$16,000	$19,000	$19,425	11
508.00	Director, Student Housing	$17,303	$15,095	$17,000	$20,609	$22,000	8
512.00	Director, Student Activities	$27,479	$17,550	$23,190	$28,500	$36,000	21
513.00	Director, Student Placement	$22,755	$19,200	$21,451	$24,113	$29,111	28
514.00	Director, Student Counseling	$28,678	$22,000	$28,082	$31,137	$40,094	28
516.00	Director, Student Health Services (Nurse Administrator)	$18,980	$14,000	$15,200	$20,652	$28,948	8
517.00	Director, Campus Ministries	$16,271	$15,000	$15,690	$18,000	$18,540	6
518.00	Director, Athletics	$29,640	$21,000	$26,500	$29,862	$35,568	17

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Table 22

TWO YEAR INSTITUTIONS (CLASS III) WITH ACADEMIC RANK WITH BUDGETS OF $5.0 - $8.6 MILLION (continued)

POS	TITLE	MED	20%	40%	60%	80%	CASE
EXECUTIVE							
101.00	Chief Executive Officer, System	$59,287	$52,200	$55,000	$59,287	$63,000	5
102.00	Chief Executive Officer, Single Institution	$66,400	$60,150	$64,000	$67,600	$75,000	85
102.10	Assistant to the President, Single Institution	$29,600	$25,000	$27,775	$33,329	$44,000	23
103.00	Executive Vice President	$49,452	$40,000	$41,001	$49,720	$56,853	6
ACADEMIC							
201.00	Chief Academic Officer	$51,000	$45,760	$49,875	$52,620	$56,023	88
203.00	Director, Library Services	$34,867	$28,140	$31,843	$37,208	$42,240	71
203.10	Circulation Librarian	$22,255	$17,306	$19,842	$23,871	$26,617	13
203.20	Acquisitions Librarian	$24,187	$13,787	$19,842	$24,187	$25,844	7
203.30	Technical Services Librarian	$22,930	$20,325	$22,666	$22,930	$26,913	9
203.40	Public Services Librarian	$25,510	$18,738	$21,289	$25,510	$27,436	5
203.50	Reference Librarian	$26,000	$19,000	$22,728	$27,528	$30,034	18
204.00	Director, Institutional Research	$34,539	$28,584	$31,200	$36,486	$40,449	23
205.00	Director, Educational Media Services	$32,646	$25,668	$28,063	$32,976	$39,695	21
206.00	Director, Learning Resources Center	$31,812	$27,221	$30,164	$35,578	$40,317	35
208.00	Director, Computer Center Operations/Academic	$30,209	$23,650	$25,068	$34,252	$37,620	11
209.00	Administrator, Grants and Contracts	$28,548	$24,000	$27,137	$39,312	$40,944	16
213.00	Dean, Arts and Sciences	$43,590	$35,596	$42,410	$44,773	$46,800	22
214.00	Dean, Business	$41,200	$36,166	$40,000	$42,180	$46,434	29
216.00	Dean, Continuing Education	$41,160	$35,000	$39,160	$43,470	$45,025	45
219.00	Dean, Engineering	$42,091	$39,816	$41,832	$42,532	$45,888	14
221.00	Dean, Extension	$34,250	$32,352	$32,931	$34,250	$36,580	5
224.00	Dean, Health-Related Professions	$40,925	$32,706	$40,233	$41,394	$46,600	14
226.00	Dean, Humanities	$42,840	$36,861	$42,500	$43,793	$45,605	16
227.00	Dean, Instruction	$45,000	$42,705	$43,184	$45,000	$52,223	5
230.00	Dean, Mathematics	$33,846	$27,335	$32,500	$35,454	$42,413	6
233.00	Dean, Nursing	$38,698	$28,125	$36,726	$39,225	$45,250	12
234.00	Dean, Occupational Studies/Vocational Education/Technology	$42,739	$36,580	$40,000	$45,390	$46,800	26
237.00	Dean, Sciences	$41,424	$34,280	$38,404	$44,500	$45,667	16
238.00	Dean, Social Sciences	$41,783	$27,339	$35,815	$45,429	$48,400	11
240.00	Dean, Special Programs	$38,109	$35,368	$36,430	$41,100	$45,800	15
ADMINISTRATIVE							
301.00	Chief Business Officer	$48,000	$40,352	$46,428	$50,493	$56,425	82
301.01	Chief Administration Officer	$46,617	$41,620	$45,500	$46,617	$53,550	9
301.02	Chief Financial Officer	$37,731	$31,916	$33,199	$45,000	$46,800	11
302.00	Chief Planning Officer	$46,502	$41,080	$45,372	$46,502	$52,371	5
306.00	Chief Personnel/Human Resources Officer	$30,000	$22,773	$26,834	$35,368	$39,351	20
308.00	Director, Personnel and Affirmative Action	$33,356	$28,656	$32,395	$34,212	$36,641	18
309.00	Director, Computer Center	$34,567	$27,833	$33,371	$35,692	$39,916	37
309.10	Associate Director, Computer Center	$32,960	$25,044	$27,000	$32,960	$34,116	5
309.30	Systems Analyst I (highest level)	$30,940	$22,567	$30,000	$31,440	$37,461	12
309.50	Programmer Analyst I (highest level)	$24,264	$19,157	$23,280	$26,101	$28,992	14
309.60	Programmer Analyst II (lowest level)	$20,309	$16,360	$19,136	$20,309	$22,505	9
310.00	Director, Computer Center Operations/Administrative	$30,084	$25,000	$28,900	$37,200	$40,068	10
311.00	Director, Information Systems	$36,060	$20,500	$36,000	$38,488	$42,000	10
312.00	Chief, Physical Plant/Facilities Management Officer	$30,560	$25,000	$28,207	$32,396	$35,712	67
312.10	Associate Director, Physical Plant/Facilities Management	$24,200	$21,000	$21,840	$24,800	$26,250	19
312.20	Manager, Landscape and Grounds	$19,191	$15,184	$18,700	$20,494	$22,000	10
312.30	Manager, Building and Maintenance Trades	$23,388	$17,639	$22,766	$23,566	$26,800	10
312.50	Manager, Custodial Services	$20,280	$15,024	$17,160	$20,983	$24,273	12
313.00	Comptroller	$32,642	$28,908	$31,572	$34,145	$35,500	30
313.10	Manager, Payroll	$18,893	$14,746	$18,558	$19,000	$20,982	15
314.00	Director, Accounting	$26,304	$23,700	$25,200	$27,182	$30,441	19
314.10	Staff Accountant (highest level)	$22,150	$16,752	$21,890	$23,149	$25,608	21
314.20	Staff Accountant (lowest level)	$19,760	$17,640	$18,993	$19,760	$20,806	9
315.00	Bursar	$21,400	$18,928	$19,800	$21,800	$24,205	10
316.00	Director, Purchasing	$23,964	$19,144	$22,334	$25,500	$29,000	27
316.10	Associate Director, Purchasing	$16,236	$12,375	$15,200	$16,236	$23,550	7
317.00	Director, Bookstore	$19,500	$17,356	$18,600	$20,460	$23,424	39
317.10	Associate Director, Bookstore	$17,888	$12,745	$16,744	$17,888	$18,400	5
319.00	Director, Auxiliary Services	$29,031	$28,000	$28,292	$31,956	$34,545	10
319.10	Manager, Mail Services	$13,845	$11,676	$13,764	$15,600	$17,821	8
320.00	Director, Campus Security	$22,200	$17,744	$20,424	$23,585	$25,659	22
EXTERNAL AFFAIRS							
401.00	Chief Development Officer	$39,900	$27,156	$35,000	$41,000	$49,300	27
401.10	Director, Annual Giving	$31,763	$20,670	$25,659	$31,763	$34,130	5
401.20	Director, Corporate/Foundation Relations	$32,544	$18,896	$28,000	$32,544	$36,082	7
402.00	Chief Public Relations Officer	$29,500	$22,648	$27,000	$31,500	$32,481	26
403.00	Chief Development and Public Relations Officer	$34,122	$30,000	$32,544	$34,122	$42,065	7
404.00	Director, Alumni Affairs	$23,505	$19,500	$20,800	$25,200	$30,000	10
408.00	Director, Community Services	$30,500	$26,884	$30,060	$31,468	$33,600	15
409.00	Director, Publications	$25,440	$16,500	$21,500	$25,953	$29,500	6
409.20	Manager, Printing Services	$19,584	$17,108	$18,637	$21,135	$25,200	10
410.00	Director, Information Office	$26,800	$22,000	$25,396	$28,224	$31,585	15
STUDENT SERVICES							
501.00	Chief Student Affairs Officer	$42,501	$36,948	$40,464	$45,055	$49,000	83
502.00	Director, Admissions	$33,000	$26,341	$32,323	$34,477	$39,360	44
502.10	Associate Director, Admissions	$23,690	$18,146	$22,050	$24,439	$26,800	14
502.20	Assistant Director, Admissions	$20,182	$16,490	$20,046	$20,600	$24,415	14
503.00	Director, Admissions and Registrar	$35,214	$31,820	$34,137	$41,600	$43,505	21
504.00	Registrar	$30,000	$23,900	$27,696	$32,000	$38,110	53
504.10	Associate Registrar	$21,303	$12,000	$20,691	$21,303	$26,520	7
504.20	Assistant Registrar	$17,680	$10,000	$17,325	$17,680	$20,000	7
505.00	Director, Admissions and Financial Aid	$33,800	$22,000	$33,396	$35,000	$38,538	6
506.00	Director, Student Financial Aid	$27,368	$22,500	$26,232	$29,013	$33,150	73
506.10	Associate Director, Student Financial Aid	$21,730	$17,724	$20,952	$22,000	$24,439	13
507.00	Director, Food Services	$19,500	$15,600	$17,292	$21,348	$25,480	11
508.00	Director, Student Housing	$21,633	$16,125	$21,480	$23,872	$32,376	14
508.30	Housing Officer/Residence Life	$22,629	$19,200	$21,480	$23,397	$23,900	6

Table 22

TWO YEAR INSTITUTIONS (CLASS III) WITH ACADEMIC RANK WITH BUDGETS OF $5.0 - $8.6 MILLION

CLASSIFICATION: 2-Yr Acad **SOURCE OF SUPPORT:** Not specified. **FTE-ENROLLMENT RANGE:** Not specified. **1988/1989 BUDGET RANGE:** $4,900,001 thru $8,600,000 **CASES SELECTED:** 94.

POS	TITLE	MED	20%	40%	60%	80%	CASE
512.00	Director, Student Activities	$24,769	$21,119	$22,860	$27,600	$32,904	40
513.00	Director, Student Placement	$29,700	$25,625	$28,340	$30,535	$33,584	33
514.00	Director, Student Counseling	$31,367	$25,586	$29,425	$33,666	$35,896	33
514.10	Associate Director, Student Counseling	$29,772	$22,214	$25,126	$30,500	$41,620	6
516.00	Director, Student Health Services (Nurse Administrator)	$22,517	$15,410	$16,500	$25,103	$26,754	13
518.00	Director, Athletics	$34,400	$23,681	$30,830	$39,251	$43,127	26

Table 23

TWO YEAR INSTITUTIONS (CLASS III) WITH ACADEMIC RANK WITH BUDGETS OF $8.7 - $14.8 MILLION (continued)

POS	TITLE	MED	20%	40%	60%	80%	CASE
EXECUTIVE							
101.00	Chief Executive Officer, System	$72,600	$61,855	$70,000	$72,600	$73,547	5
102.00	Chief Executive Officer, Single Institution	$73,500	$67,500	$70,512	$76,.44	$80,409	86
102.10	Assistant to the President, Single Institution	$40,932	$27,799	$38,450	$43,933	$50,463	28
103.00	Executive Vice President	$59,547	$47,550	$57,469	$59,844	$67,441	17
ACADEMIC							
201.00	Chief Academic Officer	$55,511	$50,587	$53,173	$58,000	$62,186	79
201.10	Director, Conferences	$34,298	$30,500	$34,244	$34,298	$39,196	7
203.00	Director, Library Services	$39,114	$31,000	$37,598	$40,688	$44,196	53
203.10	Circulation Librarian	$21,590	$17,900	$20,955	$21,590	$29,364	9
203.20	Acquisitions Librarian	$27,586	$19,181	$23,599	$27,834	$37,914	10
203.30	Technical Services Librarian	$25,945	$23,241	$25,136	$26,257	$38,597	20
203.40	Public Services Librarian	$32,947	$20,025	$30,212	$35,458	$42,901	17
203.50	Reference Librarian	$27,523	$24,471	$26,866	$28,603	$33,433	29
204.00	Director, Institutional Research	$37,127	$32,112	$35,922	$38,380	$42,873	33
205.00	Director, Educational Media Services	$31,184	$24,774	$29,598	$35,000	$38,500	26
206.00	Director, Learning Resources Center	$39,732	$33,000	$38,880	$41,124	$46,465	50
208.00	Director, Computer Center Operations/Academic	$35,570	$26,357	$29,267	$37,100	$42,786	13
209.00	Administrator, Grants and Contracts	$36,000	$29,231	$34,000	$38,270	$42,276	18
212.00	Dean, Arts and Letters	$46,388	$38,175	$44,970	$46,390	$53,274	12
213.00	Dean, Arts and Sciences	$49,440	$36,836	$43,61-	$50,220	$54,700	22
214.00	Dean, Business	$43,500	$39,261	$40,547	$44,485	$51,569	49
215.00	Dean, Communications	$44,161	$33,667	$43,555	$46,055	$49,758	12
216.00	Dean, Continuing Education	$43,304	$35,806	$41,340	$44,187	$50,260	53
218.00	Dean, Education	$45,816	$44,417	$45,000	$50,748	$52,419	6
219.00	Dean, Engineering	$51,478	$38,472	$45,026	$53,148	$53,573	13
221.00	Dean, Extension	$39,996	$34,000	$37,000	$42,300	$43,703	13
222.00	Dean, Fine Arts	$40,528	$35,129	$40,167	$41,802	$46,343	12
224.00	Dean, Health-Related Professions	$44,612	$39,054	$43,000	$47,234	$51,396	37
226.00	Dean, Humanities	$44,612	$36,564	$41,500	$45,969	$51,493	20
227.00	Dean, Instruction	$50,390	$47,400	$48,400	$50,390	$52,473	9
230.00	Dean, Mathematics	$43,675	$36,468	$41,953	$44,612	$50,831	20
233.00	Dean, Nursing	$41,953	$39,751	$41,056	$42,936	$45,160	18
234.00	Dean, Occupational Studies/Vocational Education/Technology	$44,004	$37,567	$43,000	$44,764	$53,530	42
237.00	Dean, Sciences	$46,026	$40,921	$43,404	$48,596	$50,134	23
238.00	Dean, Social Sciences	$42,671	$36,000	$42,000	$44,612	$50,941	29
240.00	Dean, Special Programs	$38,850	$33,558	$37,000	$41,018	$51,396	19
ADMINISTRATIVE							
301.00	Chief Business Officer	$53,000	$45,000	$50,600	$54,699	$59,58C	80
301.01	Chief Administration Officer	$40,811	$39,397	$40,000	$51,969	$52,537	8
301.02	Chief Financial Officer	$48,227	$36,482	$45,613	$48,948	$49,735	12
301.20	Director, Telecommunications	$36,629	$28,000	$35,919	$36,629	$38,115	5
302.00	Chief Planning Officer	$43,633	$37,456	$41,655	$48,100	$58,710	14
303.00	Chief Budgeting Officer	$40,131	$33,075	$37,389	$41,000	$48,300	14
306.00	Chief Personnel/Human Resources Officer	$38,591	$32,496	$36,741	$39,375	$50,618	37
306.10	Associate Director, Personnel/Human Resources	$32,500	$22,100	$29,984	$33,434	$34,298	6
307.00	Director, Affirmative Action/Equal Employment	$39,479	$25,584	$32,540	$39,479	$41,788	9
308.00	Director, Personnel and Affirmative Action	$40,335	$32,053	$38,600	$42,269	$48,100	29
309.00	Director, Computer Center	$41,164	$36,676	$39,860	$42,276	$48,714	50
309.10	Associate Director, Computer Center	$33,193	$29,200	$31,933	$36,609	$36,750	8
309.20	Data Base Administrator	$33,500	$23,197	$27,204	$33,584	$35,102	6
309.30	Systems Analyst I (highest level)	$31,500	$21,622	$28,500	$32,914	$38,417	12
309.50	Programmer Analyst I (highest level)	$28,668	$22,050	$26,917	$29,216	$32,128	29
309.60	Programmer Analyst II (lowest level)	$22,050	$18,411	$20,280	$24,013	$25,526	18
310.00	Director, Computer Center Operations/Administrative	$33,584	$24,348	$31,500	$36,858	$45,209	17
311.00	Director, Information Systems	$45,399	$38,820	$45,313	$48,714	$53,687	10
312.00	Chief, Physical Plant/Facilities Management Officer	$40,177	$32,355	$37,127	$42,324	$45,204	65
312.10	Associate Director, Physical Plant/Facilities Management	$30,900	$24,412	$28,693	$31,000	$33,936	19
312.20	Manager, Landscape and Grounds	$24,500	$21,096	$22,844	$25,815	$27,254	18
312.30	Manager, Building and Maintenance Trades	$28,413	$23,450	$26,291	$28,923	$32,000	16
312.40	Manager, Technical Trades	$27,134	$24,000	$24,950	$27,134	$28,296	5
312.50	Manager, Custodial Services	$23,415	$20,637	$23,260	$26,675	$30,430	24
312.60	Manager, Power Plant	$25,456	$20,420	$25,150	$28,188	$30,000	6
313.00	Comptroller	$38,000	$30,000	$36,050	$40,319	$44,428	49
313.10	Manager, Payroll	$23,148	$18,436	$22,577	$23,540	$26,076	24
314.00	Director, Accounting	$31,437	$26,336	$29,125	$32,860	$38,636	26
314.10	Staff Accountant (highest level)	$27,384	$21,500	$26,076	$28,350	$31,536	20
314.20	Staff Accountant (lowest level)	$22,347	$21,389	$21,708	$22,750	$24,828	13
315.00	Bursar	$26,755	$21,600	$25,306	$28,861	$41,000	13
316.00	Director, Purchasing	$30,240	$23,500	$28,576	$30,993	$34,704	40
317.00	Director, Bookstore	$22,800	$18,375	$21,995	$24,767	$29,064	46
317.10	Associate Director, Bookstore	$23,004	$16,740	$22,900	$24,114	$25,203	6
319.00	Director, Auxiliary Services	$38,115	$25,700	$34,646	$38,988	$39,868	17
319.10	Manager, Mail Services	$20,483	$16,465	$19,723	$22,275	$25,293	10
320.00	Director, Campus Security	$25,632	$20,866	$23,968	$29,595	$33,694	34
EXTERNAL AFFAIRS							
401.00	Chief Development Officer	$45,400	$33,600	$39,000	$46,428	$52,818	32
401.20	Director, Corporate/Foundation Relations	$33,500	$22,000	$30,000	$33,500	$40,000	7
402.00	Chief Public Relations Officer	$36,105	$28,000	$31,690	$37,486	$40,015	43
403.00	Chief Development and Public Relations Officer	$39,900	$35,108	$39,376	$40,139	$50,906	12
404.00	Director, Alumni Affairs	$24,600	$20,000	$24,408	$27,245	$33,500	12
408.00	Director, Community Services	$40,000	$32,180	$38,513	$43,056	$50,481	30
409.00	Director, Publications	$29,775	$21,389	$28,000	$31,000	$38,397	16
409.20	Manager, Printing Services	$23,767	$19,645	$22,050	$25,000	$29,403	18
410.00	Director, Information Office	$29,319	$27,000	$28,500	$31,470	$38,078	18
STUDENT SERVICES							
501.00	Chief Student Affairs Officer	$48,900	$42,900	$47,928	$52,351	$56,991	84
502.00	Director, Admissions	$39,449	$29,812	$36,925	$40,650	$45,109	40
502.10	Associate Director, Admissions	$26,986	$25,000	$26,825	$29,281	$32,338	8
502.20	Assistant Director, Admissions	$22,744	$18,375	$20,848	$26,520	$29,271	16

Table 23

TWO YEAR INSTITUTIONS (CLASS III) WITH ACADEMIC RANK WITH BUDGETS OF $8.7 - $14.8 MILLION

CLASSIFICATION: 2-Yr Acad **SOURCE OF SUPPORT:** Not specified. **FTE-ENROLLMENT RANGE:** Not specified. **1988/1989 BUDGET RANGE:** $8,600,001 thru $14,800,000 **CASES SELECTED:** 92.

POS	TITLE	MED	20%	40%	60%	80%	CASE
503.00	Director, Admissions and Registrar	$41,388	$33,934	$38,165	$42,588	$44,965	25
504.00	Registrar	$34,311	$27,852	$31,500	$37,273	$44,126	52
504.20	Assistant Registrar	$24,453	$14,000	$22,669	$25,174	$30,231	15
505.00	Director, Admissions and Financial Aid	$41,036	$30,000	$35,681	$41,036	$44,382	7
506.00	Director, Student Financial Aid	$34,500	$28,800	$32,497	$36,695	$41,077	75
506.10	Associate Director, Student Financial Aid	$25,306	$19,425	$25,064	$25,573	$28,808	14
507.00	Director, Food Services	$27,000	$24,259	$25,176	$27,000	$35,143	9
508.00	Director, Student Housing	$32,643	$21,776	$27,188	$34,000	$36,329	11
511.00	Director, Student Union	$33,847	$17,920	$28,553	$34,956	$36,905	6
512.00	Director, Student Activities	$29,711	$22,020	$27,000	$32,927	$38,074	46
513.00	Director, Student Placement	$32,214	$26,945	$31,094	$34,070	$39,200	39
514.00	Director, Student Counseling	$39,991	$32,151	$37,577	$41,082	$45,150	53
516.00	Director, Student Health Services (Nurse Administrator)	$28,482	$18,387	$24,887	$28,935	$34,650	17
518.00	Director, Athletics	$37,713	$30,000	$34,600	$41,483	$45,492	33
522.00	Director, Campus Recreation/Intramurals	$29,073	$23,000	$25,987	$37,426	$40,908	10

Table 24

TWO YEAR INSTITUTIONS (CLASS III) WITH ACADEMIC RANK WITH BUDGETS OF $14.9 MILLION OR MORE (continued)

POS	TITLE	MED	20%	40%	60%	80%	CASE
EXECUTIVE							
101.00	Chief Executive Officer, System	$80,250	$73,000	$78,309	$88,800	$95,242	21
101.10	Assistant to the President, System	$44,495	$40,000	$42,023	$45,298	$63,172	10
102.00	Chief Executive Officer, Single Institution	$80,000	$72,500	$77,754	$81,241	$87,363	70
102.10	Assistant to the President, Single Institution	$44,278	$34,500	$38,287	$45,336	$58,200	26
103.00	Executive Vice President	$62,658	$58,000	$60,375	$63,558	$75,100	19
ACADEMIC							
201.00	Chief Academic Officer	$62,848	$56,033	$60,192	$65,715	$70,090	88
201.10	Director, Conferences	$34,440	$26,274	$34,291	$34,440	$42,138	9
202.00	Chief Health Professions Officer	$52,917	$43,700	$47,011	$53,553	$59,146	12
203.00	Director, Library Services	$43,417	$37,000	$42,200	$46,853	$54,573	56
203.10	Circulation Librarian	$41,777	$30,030	$36,537	$41,798	$44,114	11
203.20	Acquisitions Librarian	$35,777	$28,536	$35,114	$38,280	$44,330	15
203.30	Technical Services Librarian	$32,468	$26,605	$31,407	$33,551	$39,393	30
203.40	Public Services Librarian	$32,447	$28,387	$31,113	$35,635	$38,700	15
203.50	Reference Librarian	$34,600	$26,570	$30,782	$39,140	$42,684	20
204.00	Director, Institutional Research	$44,144	$35,911	$43,000	$47,045	$55,889	61
204.10	Associate Director, Institutional Research	$33,271	$23,507	$31,857	$35,926	$42,185	16
205.00	Director, Educational Media Services	$36,000	$32,258	$34,209	$40,408	$46,853	36
206.00	Director, Learning Resources Center	$47,600	$36,700	$44,484	$50,342	$55,972	47
207.00	Director, International Studies Education	$46,384	$29,496	$38,729	$46,384	$47,700	7
208.00	Director, Computer Center Operations/Academic	$44,749	$38,670	$42,900	$48,060	$52,068	23
209.00	Administrator, Grants and Contracts	$39,055	$29,300	$36,894	$40,550	$49,296	40
211.00	Dean, Agriculture	$47,181	$40,234	$45,823	$47,549	$50,500	6
212.00	Dean, Arts and Letters	$47,239	$45,600	$47,032	$47,730	$57,763	12
213.00	Dean, Arts and Sciences	$53,890	$43,598	$49,548	$56,616	$61,975	31
214.00	Dean, Business	$49,674	$44,354	$49,093	$52,312	$57,086	60
215.00	Dean, Communications	$48,500	$42,767	$47,549	$48,697	$56,411	12
216.00	Dean, Continuing Education	$49,000	$41,644	$45,735	$53,286	$59,005	63
219.00	Dean, Engineering	$51,862	$46,800	$50,003	$53,362	$56,663	22
221.00	Dean, Extension	$52,860	$47,160	$51,660	$53,286	$61,873	12
222.00	Dean, Fine Arts	$50,855	$46,600	$47,549	$50,963	$55,700	10
224.00	Dean, Health-Related Professions	$52,917	$44,500	$49,186	$54,360	$57,092	39
225.00	Dean, Home Economics	$42,739	$38,488	$41,778	$47,549	$51,372	6
226.00	Dean, Humanities	$51,518	$46,953	$50,834	$52,312	$57,088	27
227.00	Dean, Instruction	$55,560	$48,234	$54,757	$56,542	$60,550	14
230.00	Dean, Mathematics	$48,079	$42,507	$47,549	$49,200	$57,088	22
233.00	Dean, Nursing	$46,226	$41,940	$44,623	$46,350	$47,299	19
234.00	Dean, Occupational Studies/Vocational Education/Technology	$51,516	$48,192	$51,000	$53,700	$58,098	50
237.00	Dean, Sciences	$49,176	$44,983	$48,500	$50,766	$57,075	30
238.00	Dean, Social Sciences	$49,862	$44,070	$47,549	$52,820	$57,660	32
240.00	Dean, Special Programs	$48,163	$41,443	$48,145	$49,021	$51,186	14
ADMINISTRATIVE							
301.00	Chief Business Officer	$61,442	$54,048	$59,291	$63,500	$69,831	79
301.01	Chief Administration Officer	$57,500	$48,277	$56,329	$60,200	$66,284	15
301.02	Chief Financial Officer	$52,937	$47,900	$52,125	$54,359	$58,672	20
301.10	Director, Health and Safety	$37,988	$30,000	$31,810	$37,988	$42,421	5
301.20	Director, Telecommunications	$38,505	$29,385	$36,740	$40,383	$46,229	14
302.00	Chief Planning Officer	$59,737	$48,899	$53,530	$60,513	$65,783	24
303.00	Chief Budgeting Officer	$43,512	$32,633	$38,016	$46,500	$56,675	31
303.10	Associate Budget Director	$33,651	$28,500	$33,398	$34,519	$37,817	12
305.60	General Counsel	$54,310	$13,000	$49,300	$54,310	$58,041	7
306.00	Chief Personnel/Human Resources Officer	$50,825	$42,068	$46,069	$53,784	$57,856	58
306.10	Associate Director, Personnel/Human Resources	$37,782	$28,990	$35,761	$39,664	$47,067	23
306.20	Manager, Benefits	$27,381	$19,500	$22,356	$28,107	$31,385	17
306.30	Manager, Training and Development	$38,142	$28,302	$33,750	$39,140	$40,186	8
306.60	Manager, Employment	$28,300	$21,788	$27,745	$28,743	$34,176	15
306.70	Manager, Wage and Salary/Manager, Compensation	$33,095	$24,937	$31,237	$34,663	$41,016	12
306.80	Manager, Personnel Information Systems	$30,068	$20,200	$26,391	$30,068	$43,758	5
307.00	Director, Affirmative Action/Equal Employment	$40,000	$30,780	$34,888	$41,219	$47,757	17
308.00	Director, Personnel and Affirmative Action	$45,793	$39,250	$44,200	$49,011	$54,221	26
309.00	Director, Computer Center	$48,700	$39,504	$45,100	$52,042	$56,702	50
309.10	Associate Director, Computer Center	$44,500	$35,003	$44,200	$47,150	$50,754	12
309.20	Data Base Administrator	$39,410	$31,617	$36,131	$42,740	$46,165	11
309.30	Systems Analyst I (highest level)	$33,914	$30,000	$33,061	$34,320	$39,156	34
309.40	Systems Analyst II (lowest level)	$27,759	$23,500	$26,650	$31,200	$37,799	16
309.50	Programmer Analyst I (highest level)	$31,200	$27,000	$29,700	$32,149	$34,300	41
309.60	Programmer Analyst II (lowest level)	$24,632	$21,633	$22,755	$26,215	$28,995	32
310.00	Director, Computer Center Operations/Administrative	$39,360	$31,500	$39,012	$41,460	$48,359	20
310.10	Associate Director, Computer Center Operations/Administrative	$34,080	$32,264	$34,074	$34,080	$39,250	9
311.00	Director, Information Systems	$53,612	$44,844	$48,112	$55,373	$57,697	28
312.00	Chief, Physical Plant/Facilities Management Officer	$46,192	$40,690	$42,912	$48,255	$52,876	76
312.10	Associate Director, Physical Plant/Facilities Management	$37,157	$31,713	$35,000	$37,893	$41,908	43
312.20	Manager, Landscape and Grounds	$27,636	$22,212	$26,330	$28,036	$31,065	27
312.30	Manager, Building and Maintenance Trades	$30,209	$25,180	$28,553	$31,954	$35,704	32
312.40	Manager, Technical Trades	$31,632	$23,383	$30,312	$33,749	$41,850	12
312.50	Manager, Custodial Services	$27,500	$23,220	$25,930	$28,950	$30,910	38
312.60	Manager, Power Plant	$29,470	$23,680	$27,485	$32,635	$35,324	12
313.00	Comptroller	$47,153	$39,283	$45,424	$49,378	$55,244	47
313.10	Manager, Payroll	$26,518	$23,650	$25,657	$27,417	$34,700	37
314.00	Director, Accounting	$37,500	$30,750	$35,338	$38,600	$43,629	43
314.10	Staff Accountant (highest level)	$28,485	$24,232	$25,787	$30,193	$33,586	33
314.20	Staff Accountant (lowest level)	$24,961	$18,356	$23,059	$26,104	$28,024	26
315.00	Bursar	$32,000	$25,453	$27,085	$39,883	$41,885	18
316.00	Director, Purchasing	$35,700	$29,718	$34,250	$37,611	$45,075	59
316.10	Associate Director, Purchasing	$29,479	$22,669	$28,315	$29,924	$34,700	12
317.00	Director, Bookstore	$31,070	$27,488	$30,000	$33,225	$37,149	51
317.10	Associate Director, Bookstore	$20,316	$18,350	$19,938	$24,700	$28,442	16
318.00	Director, Internal Audit	$35,899	$28,600	$34,000	$36,937	$40,018	17
319.00	Director, Auxiliary Services	$41,763	$34,590	$39,512	$43,922	$49,825	25

Table 24

TWO YEAR INSTITUTIONS (CLASS III) WITH ACADEMIC RANK WITH BUDGETS OF $14.9 MILLION OR MORE

CLASSIFICATION: 2-Yr Acad **SOURCE OF SUPPORT:** Not specified. **FTE-ENROLLMENT RANGE:** Not specified. **1988/1989 BUDGET RANGE:** $14,800,001 thru Max budget. **CASES SELECTED:** 93.

POS	TITLE	MED	20%	40%	60%	80%	CASE
319.10	Manager, Mail Services	$22,848	$18,538	$21,684	$22,876	$30,806	13
320.00	Director, Campus Security	$31,930	$27,652	$31,169	$32,956	$38,934	47
321.00	Director, Risk Management and Insurance	$37,017	$27,062	$34,498	$37,017	$45,289	7
EXTERNAL AFFAIRS							
401.00	Chief Development Officer	$49,524	$40,102	$46,051	$52,001	$59,336	35
401.10	Director, Annual Giving	$36,700	$26,500	$36,050	$40,954	$41,490	8
401.20	Director, Corporate/Foundation Relations	$41,708	$31,896	$41,340	$41,708	$47,700	7
402.00	Chief Public Relations Officer	$41,766	$33,400	$38,148	$43,800	$52,659	52
403.00	Chief Development and Public Relations Officer	$58,846	$45,339	$49,170	$58,846	$60,450	9
404.00	Director, Alumni Affairs	$28,912	$23,256	$23,704	$29,300	$33,895	11
405.00	Director, Development and Alumni Affairs	$35,148	$17,488	$34,460	$38,038	$44,000	10
408.00	Director, Community Services	$42,432	$37,173	$40,005	$47,200	$51,972	26
409.00	Director, Publications	$31,200	$27,100	$29,146	$31,353	$36,093	19
409.10	Associate Director, Publications	$28,273	$23,004	$25,669	$30,073	$31,460	6
409.20	Manager, Printing Services	$29,470	$23,663	$26,416	$31,000	$36,901	34
410.00	Director, Information Office	$35,815	$31,554	$34,873	$38,931	$46,360	24
411.00	Director, News Bureau	$28,100	$18,000	$27,942	$28,100	$28,845	9
STUDENT SERVICES							
501.00	Chief Student Affairs Officer	$56,866	$49,500	$54,011	$58,933	$64,000	81
502.00	Director, Admissions	$44,100	$34,100	$41,080	$46,944	$50,000	39
502.10	Associate Director, Admissions	$34,200	$28,348	$32,904	$34,420	$38,912	15
502.20	Assistant Director, Admissions	$29,725	$20,973	$27,201	$30,155	$33,208	14
503.00	Director, Admissions and Registrar	$46,801	$39,821	$45,356	$50,300	$55,420	32
504.00	Registrar	$41,648	$34,000	$38,700	$43,202	$49,196	47
504.10	Associate Registrar	$32,286	$23,918	$28,895	$33,322	$40,604	22
504.20	Assistant Registrar	$27,154	$22,906	$24,565	$28,518	$31,253	16
505.00	Director, Admissions and Financial Aid	$43,315	$41,910	$42,169	$44,154	$52,428	6
506.00	Director, Student Financial Aid	$38,665	$32,721	$35,868	$42,146	$46,815	74
506.10	Associate Director, Student Financial Aid	$29,350	$25,770	$27,592	$29,925	$33,630	29
507.00	Director, Food Services	$30,909	$27,881	$29,699	$31,368	$39,265	17
508.00	Director, Student Housing	$26,000	$24,996	$25,210	$29,168	$33,878	6
510.00	Director, Foreign Students	$31,793	$23,795	$25,298	$31,793	$32,412	5
512.00	Director, Student Activities	$35,300	$27,216	$31,930	$40,000	$44,300	61
513.00	Director, Student Placement	$37,199	$28,545	$34,416	$38,737	$44,478	50
514.00	Director, Student Counseling	$46,537	$40,206	$44,483	$47,230	$52,876	61
514.10	Associate Director, Student Counseling	$33,117	$21,195	$31,128	$35,949	$38,014	6
516.00	Director, Student Health Services (Nurse Administrator)	$30,803	$23,704	$29,466	$33,288	$39,805	24
518.00	Director, Athletics	$45,498	$34,558	$44,571	$47,921	$51,540	40
522.00	Director, Campus Recreation/Intramurals	$25,513	$17,739	$22,342	$26,250	$35,158	11
524.00	Director, Minority Affairs	$36,055	$21,034	$34,475	$36,055	$43,764	7

Table 25

COMPARISON BETWEEN INSIDE AND OUTSIDE HIRES

ALL INSTITUTIONS WITH BUDGETS BELOW MEDIAN OF $15,075,393

POS	TITLE	INSIDE HIRE YRS	INSIDE HIRE MEDIAN	INSIDE HIRE DIFF	INSIDE HIRE N	OUTSIDE HIRE YRS	OUTSIDE HIRE MEDIAN	OUTSIDE HIRE DIFF	OUTSIDE HIRE N
EXECUTIVE									
102.00	Chief Executive Officer, Single Institution	6	$64,000		161	4	$71,916	12.4%	425
102.10	Assistant to the President, Single Institution	5	$35,250	13.7%	101	3	$31,000		73
103.00	Executive Vice President	5	$56,853	5.3%	47	3	$54,000		32
ACADEMIC									
201.00	Chief Academic Officer	4	$50,072		259	3	$53,127	6.1%	301
201.10	Director, Conferences	2	$28,000		22	2	$30,964	10.6%	25
203.00	Director, Library Services	7	$32,000		147	7	$32,324	1.0%	331
203.10	Circulation Librarian	6	$17,900		40	4	$19,400	8.4%	94
203.20	Acquisitions Librarian	5	$20,000		30	8	$22,500	12.5%	74
203.30	Technical Services Librarian	7	$23,493	2.5%	53	5	$22,930		144
203.40	Public Services Librarian	5	$24,125	3.5%	22	5	$23,320		84
203.50	Reference Librarian	8	$24,175	3.0%	43	4	$23,466		170
204.00	Director, Institutional Research	3	$33,000		60	3	$35,823	8.6%	80
204.10	Associate Director, Institutional Research	2	$24,500	53.1%	6	2	$16,000		6
205.00	Director, Educational Media Services	6	$27,859	11.7%	50	5	$24,944		105
206.00	Director, Learning Resources Center	4	$33,000	10.8%	70	4	$29,775		118
207.00	Director, International Studies Education	6	$31,500	4.6%	11	2	$30,124		12
208.00	Director, Computer Center Operations/Academic	4	$32,407	8.0%	54	3	$30,000		68
208.10	Associate Director, Computer Center Operations/Academic	1	$24,840	8.0%	8	2	$23,000		23
209.00	Administrator, Grants and Contracts	2	$31,310	7.2%	35	2	$29,200		44
212.00	Dean, Arts and Letters	4	$46,390	21.5%	20	2	$38,175		7
213.00	Dean, Arts and Sciences	5	$45,710	6.6%	61	3	$42,900		22
214.00	Dean, Business	3	$43,129		100	3	$44,485	3.1%	68
215.00	Dean, Communications	3	$36,550		16	3	$37,122	1.6%	5
216.00	Dean, Continuing Education	4	$39,704	5.1%	105	4	$37,777		95
218.00	Dean, Education	4	$40,800		44	3	$42,000	2.9%	31
219.00	Dean, Engineering	9	$4[illegible],026	5.9%	27	2	$42,532		12
221.00	Dean, Extension	2	$36,580	6.8%	16	3	$34,250		10
222.00	Dean, Fine Arts	4	$37,500		32	3	$42,250	12.7%	18
223.00	Dean, Graduate Programs	3	$40,000		29	3	$44,600	11.5%	25
224.00	Dean, Health-Related Professions	5	$41,910		39	7	$44,551	6.3%	28
226.00	Dean, Humanities	3	$38,000		57	4	$43,675	14.9%	26
227.00	Dean, Instruction	2	$45,000		13	3	$50,412	12.0%	7
230.00	Dean, Mathematics	5	$41,953	11.0%	31	3	$37,800		15
232.00	Dean, Music	6	$34,660	28.4%	8	2	$27,000		10
233.00	Dean, Nursing	3	$39,814		35	5	$41,250	3.6%	44
234.00	Dean, Occupational Studies/Vocational Education/Technology	3	$43,646		54	3	$43,791	0.3%	36
237.00	Dean, Sciences	4	$43,040	17.3%	69	11	$36,689		16
238.00	Dean, Social Sciences	4	$38,058		62	9	$41,783	9.8%	22
240.00	Dean, Special Programs	3	$38,700	10.0%	37	4	$35,190		18
241.00	Dean, Undergraduate Programs	3	$43,000	22.9%	15	1	$35,000		14
ADMINISTRATIVE									
301.00	Chief Business Officer	6	$46,428		193	5	$49,954	7.6%	332
301.01	Chief Administration Officer	3	$44,000		24	2	$44,183	0.4%	18
301.02	Chief Financial Officer	4	$41,900		42	3	$42,000	0.2%	46
301.10	Director, Health and Safety	1	$23,472	2.1%	5	3	$23,000		8
301.20	Director, Telecommunications	3	$24,000		7	2	$28,000	16.7%	15
302.00	Chief Planning Officer	4	$46,502	21.5%	28	3	$38,267		11
303.00	Chief Budgeting Officer	3	$36,000		22	3	$40,000	11.1%	24
303.10	Associate Budget Director	4	$26,000		6	1	$29,750	14.4%	10
304.00	Chief Planning and Budget Officer	4	$45,507	19.2%	9	2	$38,184		5
306.00	Chief Personnel/Human Resources Officer	4	$26,500		74	3	$34,000	28.3%	79
306.10	Associate Director, Personnel/Human Resources	3	$22,390		13	2	$23,477	4.9%	16
306.20	Manager, Benefits	3	$22,456	4.4%	8	4	$21,500		10
307.00	Director, Affirmative Action/Equal Employment	4	$37,780	2.6%	10	3	$36,830		7
308.00	Director, Personnel and Affirmative Action	4	$32,053		60	3	$32,355	0.9%	45
309.00	Director, Computer Center	5	$33,833		110	5	$35,600	5.2%	143
309.10	Associate Director, Computer Center	3	$27,071	0.3%	26	4	$27,000		30
309.20	Data Base Administrator	3	$25,200	0.8%	14	1	$25,000		14
309.30	Systems Analyst I (highest level)	2	$26,730		22	3	$28,892	8.1%	32
309.50	Programmer Analyst I (highest level)	3	$26,073	2.2%	32	2	$25,500		69
309.60	Programmer Analyst II (lowest level)	2	$21,500	2.4%	21	1	$21,000		57
310.00	Director, Computer Center Operations/Administrative	5	$29,716		45	4	$31,215	5.0%	49
310.10	Associate Director, Computer Center Operations/Administrative	2	$28,000	35.9%	19	1	$20,600		12
311.00	Director, Information Systems	2	$34,800		21	4	$38,820	11.6%	25
312.00	Chief, Physical Plant/Facilities Management Officer	5	$29,949		162	5	$33,984	13.5%	271
312.10	Associate Director, Physical Plant/Facilities Management	3	$25,304		59	5	$26,120	3.2%	65
312.20	Manager, Landscape and Grounds	4	$20,725		40	4	$22,390	8.0%	65
312.30	Manager, Building and Maintenance Trades	4	$25,355		50	6	$26,800	5.7%	39
312.40	Manager, Technical Trades	2	$28,239		17	4	$30,443	7.8%	9
312.50	Manager, Custodial Services	5	$20,500		81	3	$21,077	2.8%	63
312.60	Manager, Power Plant	4	$25,150	12.7%	16	8	$22,320		8
313.00	Comptroller	4	$32,250		93	4	$33,990	5.4%	154
313.10	Manager, Payroll	6	$20,500	5.1%	73	4	$19,500		53
314.00	Director, Accounting	5	$25,080		61	3	$27,958	11.5%	87
314.10	Staff Accountant (highest level)	3	$21,730		49	3	$22,250	2.4%	98
314.20	Staff Accountant (lowest level)	2	$17,640		25	2	$18,993	7.7%	57
315.00	Bursar	4	$23,600	3.4%	59	8	$22,822		23
315.10	Associate Bursar	4	$19,000	12.3%	5	1	$16,917		7
316.00	Director, Purchasing	5	$24,342		104	6	$27,100	11.3%	75
317.00	Director, Bookstore	7	$19,700		155	7	$20,557	4.4%	154
317.10	Associate Director, Bookstore	5	$18,523	18.7%	20	4	$15,600		19
319.00	Director, Auxiliary Services	2	$34,248	18.0%	33	4	$29,031		29
319.10	Manager, Mail Services	3	$15,600	3.4%	58	7	$15,080		46
320.00	Director, Campus Security	4	$21,500		66	4	$23,000	7.0%	124
EXTERNAL AFFAIRS									
401.00	Chief Development Officer	3	$40,529		106	2	$45,400	12.0%	213
401.10	Director, Annual Giving	2	$29,610	4.4%	38	2	$28,350		81
401.20	Director, Corporate/Foundation Relations	2	$34,000	1.7%	14	1	$33,421		51

Table 25

COMPARISON BETWEEN INSIDE AND OUTSIDE HIRES

ALL INSTITUTIONS WITH BUDGETS BELOW MEDIAN OF $15,075,393 (continued)

POS	TITLE	INSIDE HIRE YRS	INSIDE HIRE MEDIAN	INSIDE HIRE DIFF	INSIDE HIRE N	OUTSIDE HIRE YRS	OUTSIDE HIRE MEDIAN	OUTSIDE HIRE DIFF	OUTSIDE HIRE N
401.30	Coordinator, Resource Development	2	$20,908		16	1	$23,338	11.6%	31
401.40	Director, Estate Planning	5	$28,182		10	3	$33,000	17.1%	36
402.00	Chief Public Relations Officer	3	$29,856	6.4%	64	2	$28,060		190
403.00	Chief Development and Public Relations Officer	5	$36,815		18	3	$39,376	7.0%	39
404.00	Director, Alumni Affairs	3	$24,000		95	2	$25,126	4.7%	144
405.00	Director, Development and Alumni Affairs	3	$34,125		19	2	$35,210	3.2%	15
406.00	Director, Special and Deferred Gifts	3	$28,885		13	2	$31,345	8.5%	29
407.00	Director, Church Relations	2	$23,027		11	3	$25,800	12.0%	40
408.00	Director, Community Services	3	$38,448	18.7%	33	4	$32,386		36
409.00	Director, Publications	4	$26,000	8.3%	31	3	$24,000		74
409.10	Associate Director, Publications	3	$19,000		6	3	$19,500	2.6%	18
409.20	Manager, Printing Services	5	$22,050	13.6%	33	7	$19,407		60
410.00	Director, Information Office	2	$27,725	5.6%	24	3	$26,258		91
411.00	Director, News Bureau	6	$23,955	16.8%	9	2	$20,513		22
STUDENT SERVICES									
501.00	Chief Student Affairs Officer	5	$40,425		236	4	$41,500	2.7%	286
502.00	Director, Admissions	4	$31.800		157	3	$33,923	6.7%	210
502.10	Associate Director, Admissions	2	$22,600		69	2	$25,000	10.6%	58
502.20	Assistant Director, Admissions	1	$20,000	0.0%	69	2	$20,000		89
503.00	Director, Admissions and Registrar	6	$34,847		41	10	$42,400	21.7%	41
504.00	Registrar	6	$27,696		253	5	$30,000	8.3%	184
504.10	Associate Registrar	5	$22,000	6.3%	43	2	$20,696		21
504.20	Assistant Registrar	3	$19,500	11.4%	56	2	$17,500		46
505.00	Director, Admissions and Financial Aid	3	$35,000		32	2	$36,052	3.0%	29
506.00	Director, Student Financial Aid	5	$26,860		218	4	$27,592	2.7%	270
506.10	Associate Director, Student Financial Aid	3	$20,500	2.3%	74	2	$20,045		60
507.00	Director, Food Services	9	$28,000	11.2%	20	6	$25,176		74
507.10	Associate Director, Food Services	5	$19,750		13	2	$21,500	8.9%	17
508.00	Director, Student Housing	3	$23,000	6.4%	58	1	$21,615		119
508.10	Associate Director, Student Housing	1	$22,647	13.4%	10	1	$19,968		16
508.30	Housing Officer/Residence Life	2	$22,629	25.7%	16	1	$18,000		52
510.00	Director, Foreign Students	3	$25,000		15	2	$26,200	4.8%	19
511.00	Director, Student Union	4	$25,662		18	4	$28,213	9.9%	35
512.00	Director, Student Activities	3	$24,700	9.9%	88	2	$22,474		166
513.00	Director, Student Placement	4	$28,596	15.5%	103	3	$24,757		182
514.00	Director, Student Counseling	4	$31,188	9.1%	101	4	$28,598		162
514.10	Associate Director, Student Counseling	5	$25,268	9.4%	9	2	$23,100		29
516.00	Director, Student Health Services (Nurse Administrator)	6	$24,000	26.3%	37	4	$19,000		132
517.00	Director, Campus Ministries	3	$23,164		24	3	$23,520	1.5%	100
518.00	Director, Athletics	5	$34,600	12.2%	128	4	$30,830		154
519.00	Director, Sports Information	2	$16,960		14	3	$19,500	15.0%	43
520.00	Director, Athletics/Men	6	$36,200	16.0%	7	3	$31,200		11
521.00	Director, Athletics/Women	6	$25,000	9.0%	12	2	$22,937		19
522.00	Director, Campus Recreation/Intramurals	3	$24,386	14.3%	22	2	$21,327		47
523.00	Director, Enrollment Management	2	$35,757		20	1	$40,000	11.9%	15
524.00	Director, Minority Affairs	3	$37,300	54.2%	7	1	$24,196		21

Table 26

COMPARISON BETWEEN INSIDE AND OUTSIDE HIRES

ALL INSTITUTIONS WITH BUDGETS EQUAL TO OR ABOVE MEDIAN OF $15,075,393

POS	TITLE	INSIDE HIRE YRS	INSIDE HIRE MEDIAN	INSIDE HIRE DIFF	INSIDE HIRE N	OUTSIDE HIRE YRS	OUTSIDE HIRE MEDIAN	OUTSIDE HIRE DIFF	OUTSIDE HIRE N
EXECUTIVE									
101.00	Chief Executive Officer, System	4	$98,999	0.1%	29	4	$98,939		62
101.10	Assistant to the President, System	4	$63,000	11.8%	39	4	$56,346		15
102.00	Chief Executive Officer, Single Institution	8	$95,920	0.6%	139	5	$95,360		356
102.10	Assistant to the President, Single Institution	4	$46,320		189	3	$46,570	0.5%	97
103.00	Executive Vice President	4	$76,000		75	4	$85,325	12.3%	59
ACADEMIC									
201.00	Chief Academic Officer	3	$75,331	2.1%	301	2	$73,800		248
201.10	Director, Conferences	4	$39,420	15.0%	83	3	$34,291		55
202.00	Chief Health Professions Officer	4	$90,204	28.9%	39	2	$70,000		28
203.00	Director, Library Services	7	$49,960		144	6	$54,492	9.1%	365
203.10	Circulation Librarian	7	$29,065	7.4%	136	4	$27,060		145
203.20	Acquisitions Librarian	7	$33,800	12.5%	145	8	$30,035		161
203.30	Technical Services Librarian	6	$38,353	25.0%	125	6	$30,684		202
203.40	Public Services Librarian	5	$37,780	16.4%	87	5	$32,460		137
203.50	Reference Librarian	6	$34,000	17.2%	141	7	$29,000		194
204.00	Director, Institutional Research	5	$47,721	3.0%	191	4	$46,350		141
204.10	Associate Director, Institutional Research	4	$39,200	9.5%	60	2	$35,804		32
205.00	Director, Educational Media Services	6	$39,594	11.8%	135	7	$35,400		151
206.00	Director, Learning Resources Center	7	$45,164	20.4%	107	6	$37,500		85
207.00	Director, International Studies Education	4	$46,550	9.1%	82	3	$42,661		46
208.00	Director, Computer Center Operations/Academic	4	$48,022	0.0%	124	4	$48,000		112
208.10	Associate Director, Computer Center Operations/Academic	4	$42,500	12.1%	80	2	$37,900		43
209.00	Administrator, Grants and Contracts	5	$46,250	3.5%	149	4	$44,681		155
210.00	Dean, Architecture	7	$73,584		20	4	$80,000	8.7%	28
211.00	Dean, Agriculture	7	$78,384		27	2	$82,501	5.3%	30
212.00	Dean, Arts and Letters	4	$61,751		53	3	$69,470	12.5%	18
213.00	Dean, Arts and Sciences	4	$64,200		157	3	$70,000	9.0%	106
214.00	Dean, Business	4	$64,500		187	3	$75,117	16.5%	168
215.00	Dean, Communications	4	$66,450		33	3	$66,532	0.1%	21
216.00	Dean, Continuing Education	5	$55,100		171	4	$55,320	0.4%	119
217.00	Dean, Dentistry	3	$96,300		24	4	$104,305	8.3%	19
218.00	Dean, Education	5	$62,500		117	3	$67,390	7.8%	141
219.00	Dean, Engineering	5	$76,080		88	4	$85,600	12.5%	86
221.00	Dean, Extension	7	$62,922		34	4	$67,500	7.3%	19
222.00	Dean, Fine Arts	3	$58,800		51	4	$66,300	12.8%	47
223.00	Dean, Graduate Programs	4	$63,860		185	3	$69,087	8.2%	77
224.00	Dean, Health-Related Professions	5	$58,432		69	4	$65,247	11.7%	54
225.00	Dean, Home Economics	5	$53,445		17	4	$71,500	33.8%	24
226.00	Dean, Humanities	4	$56,633		51	7	$72,450	27.9%	25
227.00	Dean, Instruction	8	$57,075	4.2%	11	8	$54,757		5
228.00	Dean, Law	3	$95,698		52	3	$109,500	14.4%	53
229.00	Dean, Library and Information Sciences	3	$60,274		17	4	$68,500	13.6%	30
230.00	Dean, Mathematics	4	$50,300		27	5	$55,437	10.2%	19
231.00	Dean, Medicine	4	$147,000		37	3	$151,410	3.0%	23
232.00	Dean, Music	7	$57,000		24	3	$68,385	20.0%	24
233.00	Dean, Nursing	6	$58,967		60	5	$67,400	14.3%	97
234.00	Dean, Occupational Studies/Vocational Education/Technology	3	$54,952		48	4	$57,800	5.2%	40
235.00	Dean, Pharmacy	6	$88,894	12.1%	20	4	$79,325		26
236.00	Dean, Public Health	4	$112,025	9.1%	7	9	$102,692		6
237.00	Dean, Sciences	5	$57,929		89	3	$75,000	29.5%	34
238.00	Dean, Social Sciences	4	$57,075		58	3	$68,000	19.1%	29
239.00	Dean, Social Work	3	$65,900		24	5	$80,250	21.8%	30
240.00	Dean, Special Programs	4	$53,994	17.1%	27	8	$46,124		12
241.00	Dean, Undergraduate Programs	5	$63,000		36	2	$66,000	4.8%	14
242.00	Dean, Veterinary Medicine	7	$90,000		10	3	$96,000	6.7%	10
ADMINISTRATIVE									
301.00	Chief Business Officer	6	$70,992		233	4	$72,642	2.3%	247
301.01	Chief Administration Officer	4	$66,000		69	2	$72,000	9.1%	39
301.02	Chief Financial Officer	4	$60,096		80	4	$62,500	4.0%	82
301.10	Director, Health and Safety	5	$44,831	27.2%	73	3	$35,244		65
301.20	Director, Telecommunications	4	$41,083		117	3	$41,330	0.6%	96
302.00	Chief Planning Officer	4	$59,416	6.4%	90	3	$55,836		41
303.00	Chief Budgeting Officer	5	$50,000	0.3%	172	4	$49,850		98
303.10	Associate Budget Director	3	$43,400	20.4%	85	3	$36,050		43
304.00	Chief Planning and Budget Officer	7	$66,408	13.9%	44	2	$58,318		16
305.00	General Counsel	6	$66,500	4.7%	44	4	$63,507		109
305.10	Associate General Counsel	5	$56,556	26.5%	21	3	$44,700		39
306.00	Chief Personnel/Human Resources Officer	6	$47,631		188	6	$48,600	2.0%	281
306.10	Associate Director, Personnel/Human Resources	5	$38,100	15.1%	122	2	$33,100		95
306.20	Manager, Benefits	5	$29,217		159	2	$29,700	1.7%	87
306.30	Manager, Training and Development	4	$33,984	4.6%	63	2	$32,500		52
306.40	Manager, Employee Relations	4	$35,000		41	2	$40,434	15.5%	18
306.50	Manager, Labor Relations	3	$42,504		28	4	$53,966	27.0%	15
306.60	Manager, Employment	3	$28,600		120	3	$29,200	2.1%	72
306.70	Manager, Wage and Salary/Manager, Compensation	3	$33,100	1.5%	81	2	$32,600		75
306.80	Manager, Personnel Information Systems	4	$35,000	5.4%	65	2	$33,200		20
307.00	Director, Affirmative Action/Equal Employment	5	$43,164		117	3	$43,350	0.4%	121
307.10	Associate Director, Affirmative Action/Equal Employment	6	$32,388	0.1%	21	2	$32,355		33
308.00	Director, Personnel and Affirmative Action	4	$43,100	5.9%	41	5	$40,687		40
309.00	Director, Computer Center	6	$54,340	0.6%	176	6	$54,000		191
309.10	Associate Director, Computer Center	5	$47,500	18.8%	94	4	$40,000		55
309.20	Data Base Administrator	4	$39,900	8.7%	102	5	$36,708		48
309.30	Systems Analyst I (highest level)	5	$35,712	4.1%	94	3	$34,312		92
309.40	Systems Analyst II (lowest level)	3	$30,349	16.7%	53	2	$26,000		68
309.50	Programmer Analyst I (highest level)	4	$29,920		80	4	$30,340	1.4%	126
309.60	Programmer Analyst II (lowest level)	2	$25,041	5.0%	62	2	$23,840		107
310.00	Director, Computer Center Operations/Administrative	6	$47,500	1.1%	106	5	$47,000		86
310.10	Associate Director, Computer Center Operations/Administrative	5	$41,000		74	5	$41,072	0.2%	35
311.00	Director, Information Systems	4	$52,000		85	4	$54,790	5.4%	77

Table 26

COMPARISON BETWEEN INSIDE AND OUTSIDE HIRES

ALL INSTITUTIONS WITH BUDGETS EQUAL TO OR ABOVE MEDIAN OF $15,075,393 (continued)

POS	TITLE	INSIDE HIRE YRS	INSIDE HIRE MEDIAN	INSIDE HIRE DIFF	INSIDE HIRE N	OUTSIDE HIRE YRS	OUTSIDE HIRE MEDIAN	OUTSIDE HIRE DIFF	OUTSIDE HIRE N
312.00	Chief, Physical Plant/Facilities Management Officer	5	$50,000		254	5	$51,076	2.2%	283
312.10	Associate Director, Physical Plant/Facilities Management	6	$41,000	2.6%	151	4	$39,970		128
312.20	Manager, Landscape and Grounds	6	$28,303		169	5	$30,432	7.5%	166
312.30	Manager, Building and Maintenance Trades	5	$33,790	3.3%	183	5	$32,700		89
312.40	Manager, Technical Trades	4	$34,932		68	4	$35,000	0.2%	43
312.50	Manager, Custodial Services	5	$29,482	0.7%	214	5	$29,278		126
312.60	Manager, Power Plant	7	$34,322		128	6	$36,492	6.3%	78
313.00	Comptroller	6	$50,000		221	4	$50,140	0.3%	185
313.10	Manager, Payroll	5	$29,004	0.4%	270	4	$28,900		104
314.00	Director, Accounting	4	$38,892	0.8%	180	4	$38,600		135
314.10	Staff Accountant (highest level)	4	$29,260	8.4%	99	2	$27,000		123
314.20	Staff Accountant (lowest level)	2	$22,580	2.4%	61	2	$22,059		90
315.00	Bursar	5	$35,650	7.1%	155	4	$33,284		78
315.10	Associate Bursar	5	$29,680	4.6%	44	2	$28,384		20
316.00	Director, Purchasing	5	$36,104		237	5	$38,712	7.2%	215
316.10	Associate Director, Purchasing	5	$33,520	19.7%	107	3	$28,008		41
317.00	Director, Bookstore	6	$32,060		166	6	$32,400	1.1%	176
317.10	Associate Director, Bookstore	3	$23,883		61	4	$25,916	8.5%	43
318.00	Director, Internal Audit	5	$43,000	3.4%	83	4	$41,575		161
319.00	Director, Auxiliary Services	5	$48,660	10.8%	130	5	$43,922		79
319.10	Manager, Mail Services	5	$22,530	3.1%	173	4	$21,849		100
320.00	Director, Campus Security	5	$35,808		172	6	$35,904	0.3%	305
321.00	Director, Risk Management and Insurance	5	$44,059	0.6%	60	3	$43,800		46
322.00	Administrator, Hospital Medical Center	5	$123,429	12.5%	19	4	$109,700		16
322.10	Director, Medical Center Public Relations/Affairs	3	$48,273		22	5	$49,000	1.5%	23
322.20	Director, Medical Center Personnel	3	$60,700	29.1%	10	3	$47,000		8
EXTERNAL AFFAIRS									
401.00	Chief Development Officer	4	$61,600		151	3	$65,462	6.3%	232
401.10	Director, Annual Giving	2	$35,970	4.6%	109	2	$34,380		157
401.20	Director, Corporate/Foundation Relations	2	$42,044	2.4%	69	2	$41,053		120
401.30	Coordinator, Resource Development	3	$27,178		62	2	$29,000	6.7%	52
401.40	Director, Estate Planning	3	$51,278	17.2%	23	3	$43,759		70
402.00	Chief Public Relations Officer	4	$49,721	11.5%	142	3	$44,600		220
402.10	Director, Governmental/Legislative Relations	5	$64,286	18.3%	46	3	$54,325		50
403.00	Chief Development and Public Relations Officer	5	$62,066		51	3	$75,000	20.8%	69
404.00	Director, Alumni Affairs	3	$37,214	5.8%	166	3	$35,184		224
405.00	Director, Development and Alumni Affairs	3	$46,260		27	2	$47,425	2.5%	40
406.00	Director, Special and Deferred Gifts	4	$48,200	11.3%	35	3	$43,320		60
407.00	Director, Church Relations	3	$41,250	0.6%	6	3	$41,000		22
408.00	Director, Community Services	5	$42,500	7.7%	45	3	$39,469		33
409.00	Director, Publications	4	$35,741	10.8%	135	3	$32,246		139
409.10	Associate Director, Publications	4	$29,847	22.8%	35	2	$24,300		45
409.20	Manager, Printing Services	8	$29,484		151	6	$30,758	4.3%	131
410.00	Director, Information Office	4	$40,000	3.7%	92	3	$38,559		119
411.00	Director, News Bureau	4	$32,704	9.8%	62	3	$29,776		113
STUDENT SERVICES									
501.00	Chief Student Affairs Officer	5	$60,000		295	6	$61,117	1.9%	234
502.00	Director, Admissions	6	$46,000		219	4	$48,620	5.7%	185
502.10	Associate Director, Admissions	3	$33,549	6.5%	183	3	$31,500		94
502.20	Assistant Director, Admissions	3	$25,680	6.6%	92	3	$24,100		93
503.00	Director, Admissions and Registrar	7	$51,972	3.0%	60	7	$50,440		35
504.00	Registrar	7	$42,000		298	9	$44,437	5.8%	177
504.10	Associate Registrar	5	$32,738	7.0%	155	5	$30,597		55
504.20	Assistant Registrar	4	$25,524		148	3	$26,173	2.5%	53
505.00	Director, Admissions and Financial Aid	4	$52,428		29	3	$52,820	0.7%	35
506.00	Director, Student Financial Aid	6	$40,015		251	6	$40,477	1.2%	284
506.10	Associate Director, Student Financial Aid	3	$29,000	7.4%	179	2	$27,000		142
507.00	Director, Food Services	4	$41,880	1.0%	70	7	$41,470		109
507.10	Associate Director, Food Services	4	$33,045	6.0%	49	3	$31,180		43
508.00	Director, Student Housing	5	$36,750	7.2%	157	4	$34,278		185
508.10	Associate Director, Student Housing	3	$31,418	34.9%	76	2	$23,297		68
508.20	Housing Officer/Administrative Operations	4	$34,400	33.1%	55	2	$25,836		37
508.30	Housing Officer/Residence Life	3	$32,939	24.1%	61	2	$26,532		71
508.40	Housing Officer/Family Housing	4	$32,203	15.0%	25	4	$28,000		13
509.00	Director, Housing and Food Service	6	$58,371	7.5%	15	10	$54,300		15
510.00	Director, Foreign Students	7	$33,372	4.5%	93	4	$31,923		70
511.00	Director, Student Union	6	$40,109	9.4%	132	7	$36,650		104
511.10	Associate Director, Student Union	6	$33,328	20.9%	51	3	$27,560		57
511.20	Student Union Business Manager	5	$30,192	0.6%	36	3	$30,000		26
512.00	Director, Student Activities	5	$37,401	22.9%	179	3	$30,420		190
513.00	Director, Student Placement	5	$37,355	2.7%	204	5	$36,387		235
514.00	Director, Student Counseling	6	$43,900	7.9%	219	6	$40,700		184
514.10	Associate Director, Student Counseling	5	$38,014	31.9%	53	5	$28,825		48
515.00	Director, Student Health Services (Physician Administrator)	4	$72,800	10.7%	65	7	$65,785		134
516.00	Director, Student Health Services (Nurse Administrator)	5	$30,072	8.5%	93	6	$27,710		154
517.00	Director, Campus Ministries	4	$36,500	12.9%	33	4	$32,336		100
518.00	Director, Athletics	6	$48,700		204	3	$54,621	12.2%	229
519.00	Director, Sports Information	5	$30,950	25.5%	85	3	$24,670		225
520.00	Director, Athletics/Men	7	$47,900	8.3%	28	5	$44,217		20
521.00	Director, Athletics/Women	9	$38,507	11.0%	63	6	$34,682		45
522.00	Director, Campus Recreation/Intramurals	6	$33,943	21.2%	120	4	$28,000		125
523.00	Director, Enrollment Management	2	$47,500		31	3	$52,638	10.8%	29
524.00	Director, Minority Affairs	2	$36,888	15.9%	49	2	$31,824		80

Table 27

COMPARISON BETWEEN NON-MINORITIES AND MINORITIES

ALL INSTITUTIONS WITH BUDGETS BELOW MEDIAN OF $15,075,393

POS	TITLE	NON-MINORITY YRS	NON-MINORITY MEDIAN	NON-MINORITY DIFF	NON-MINORITY N	MINORITY YRS	MINORITY MEDIAN	MINORITY DIFF	MINORITY N
EXECUTIVE									
102.00	Chief Executive Officer, Single Institution	5	$70,000	2.0%	544	5	$68,640		39
102.10	Assistant to the President, Single Institution	4	$35,000	16.7%	160	2	$30,000		14
103.00	Executive Vice President	5	$56,000		74	1	$60,000	7.1%	5
ACADEMIC									
201.00	Chief Academic Officer	3	$51,500		527	4	$51,936	0.8%	32
203.00	Director, Library Services	7	$32,310	1.5%	453	4	$31,843		27
203.10	Circulation Librarian	5	$18,875		117	6	$19,000	0.7%	14
203.20	Acquisitions Librarian	7	$22,047	10.2%	91	5	$20,000		12
203.30	Technical Services Librarian	5	$23,241		180	4	$23,500	1.1%	16
203.40	Public Services Librarian	5	$24,125	6.6%	98	3	$22,639		8
203.50	Reference Librarian	4	$23,466		193	6	$26,620	13.4%	18
204.00	Director, Institutional Research	3	$36,048	12.8%	119	4	$31,951		19
205.00	Director, Educational Media Services	6	$25,474		141	5	$26,196	2.8%	15
206.00	Director, Learning Resources Center	4	$31,500		171	4	$32,264	2.4%	16
208.00	Director, Computer Center Operations/Academic	4	$32,135	10.0%	118	1	$29,214		6
209.00	Administrator, Grants and Contracts	2	$30,500	4.8%	67	2	$29,103		11
214.00	Dean, Business	3	$44,065	25.9%	157	3	$35,000		12
216.00	Dean, Continuing Education	4	$39,399	14.2%	180	3	$34,500		20
218.00	Dean, Education	4	$42,000	61.5%	70	2	$26,000		6
224.00	Dean, Health-Related Professions	7	$43,203	26.4%	62	2	$34,171		5
226.00	Dean, Humanities	3	$41,311	18.0%	76	2	$35,000		8
233.00	Dean, Nursing	4	$40,841	8.4%	75	7	$37,674		5
234.00	Dean, Occupational Studies/Vocational Education/Technology	3	$44,161	10.4%	83	1	$40,000		7
237.00	Dean, Sciences	6	$42,781	57.3%	81	3	$27,200		5
238.00	Dean, Social Sciences	6	$38,438	19.0%	75	2	$32,292		10
240.00	Dean, Special Programs	3	$38,047		44	3	$39,266	3.2%	11
ADMINISTRATIVE									
301.00	Chief Business Officer	5	$48,802	6.9%	502	5	$45,636		23
301.02	Chief Financial Officer	3	$42,000	0.4%	77	3	$41,846		10
306.00	Chief Personnel/Human Resources Officer	4	$30,751		138	4	$32,496	5.7%	15
307.00	Director, Affirmative Action/Equal Employment	4	$37,780	2.6%	10	3	$36,830		6
308.00	Director, Personnel and Affirmative Action	4	$32,312	0.0%	84	3	$32,300		21
309.00	Director, Computer Center	5	$34,796	6.7%	229	3	$32,626		22
309.10	Associate Director, Computer Center	3	$26,567		50	1	$31,000	16.7%	5
309.30	Systems Analyst I (highest level)	3	$29,000	24.1%	49	2	$23,363		5
309.50	Programmer Analyst I (highest level)	3	$25,517	13.5%	95	2	$22,491		7
309.60	Programmer Analyst II (lowest level)	2	$20,309		68	1	$22,050	8.6%	10
312.00	Chief, Physical Plant/Facilities Management Officer	5	$32,600	21.7%	403	7	$26,780		30
312.10	Associate Director, Physical Plant/Facilities Management	4	$26,070	15.9%	113	2	$22,500		12
312.20	Manager, Landscape and Grounds	4	$21,581	4.2%	99	2	$20,703		7
312.30	Manager, Building and Maintenance Trades	5	$26,196	19.1%	80	4	$22,000		8
312.50	Manager, Custodial Services	4	$20,983	2.4%	116	6	$20,500		28
313.00	Comptroller	4	$33,900	9.5%	234	2	$30,953		15
313.10	Manager, Payroll	5	$20,000	1.3%	114	2	$19,750		12
314.00	Director, Accounting	4	$27,221		133	3	$27,931	2.6%	15
314.10	Staff Accountant (highest level)	3	$22,250	7.0%	127	5	$20,801		20
314.20	Staff Accountant (lowest level)	2	$19,000	3.3%	71	2	$18,392		11
315.00	Bursar	6	$23,600	12.4%	74	3	$21,000		10
316.00	Director, Purchasing	5	$26,390	7.2%	162	11	$24,620		17
317.00	Director, Bookstore	7	$19,968		282	10	$21,549	7.9%	26
317.10	Associate Director, Bookstore	4	$17,073	36.6%	34	6	$12,500		5
319.00	Director, Auxiliary Services	4	$31,610	11.7%	56	2	$28,292		6
319.10	Manager, Mail Services	3	$15,500	5.0%	90	4	$14,768		14
320.00	Director, Campus Security	4	$22,895		158	5	$23,000	0.5%	32
EXTERNAL AFFAIRS									
401.00	Chief Development Officer	2	$44,100		305	2	$45,000	2.0%	17
401.30	Coordinator, Resource Development	2	$22,549		41	1	$23,625	4.8%	5
402.00	Chief Public Relations Officer	2	$28,189	0.3%	242	2	$28,114		14
404.00	Director, Alumni Affairs	3	$25,000	14.0%	229	3	$21,936		11
408.00	Director, Community Services	4	$33,600		59	3	$38,448	14.4%	10
409.20	Manager, Printing Services	5	$21,038	16.9%	82	6	$18,000		12
STUDENT SERVICES									
501.00	Chief Student Affairs Officer	5	$40,919		470	5	$45,000	10.0%	54
502.00	Director, Admissions	3	$33,296	10.2%	342	4	$30,220		27
502.10	Associate Director, Admissions	2	$23,550		120	3	$24,803	5.3%	8
502.20	Assistant Director, Admissions	2	$19,950		135	2	$24,415	22.4%	21
503.00	Director, Admissions and Registrar	8	$38,165	65.2%	76	2	$23,100		6
504.00	Registrar	5	$28,376	8.3%	404	6	$26,196		35
504.20	Assistant Registrar	2	$18,330		94	5	$22,000	20.0%	9
506.00	Director, Student Financial Aid	4	$27,300		439	4	$29,100	6.6%	48
506.10	Associate Director, Student Financial Aid	2	$20,500	13.9%	121	3	$18,000		14
507.00	Director, Food Services	6	$26,388	12.0%	84	5	$23,562		10
508.00	Director, Student Housing	2	$22,000	7.3%	162	2	$20,500		16
510.00	Director, Foreign Students	2	$25,263		25	4	$28,000	10.8%	9
511.00	Director, Student Union	4	$25,344		45	5	$29,802	17.6%	7
512.00	Director, Student Activities	2	$22,750		225	3	$27,000	18.7%	32
513.00	Director, Student Placement	3	$26,250	4.0%	262	1	$25,233		23
514.00	Director, Student Counseling	4	$29,925	1.0%	230	4	$29,629		32
514.10	Associate Director, Student Counseling	2	$23,100	24.9%	32	2	$18,500		6
516.00	Director, Student Health Services (Nurse Administrator)	5	$20,060	12.7%	151	3	$17,800		18
518.00	Director, Athletics	4	$33,432	14.3%	270	2	$29,249		13
522.00	Director, Campus Recreation/Intramurals	2	$22,000	9.8%	65	2	$20,043		5
524.00	Director, Minority Affairs	2	$24,196		6	1	$24,896	2.9%	22

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Table 28

COMPARISON BETWEEN NON-MINORITIES AND MINORITIES

ALL INSTITUTIONS WITH BUDGETS EQUAL TO OR ABOVE MEDIAN OF $15,075,393

POS	TITLE	NON-MINORITY YRS	NON-MINORITY MEDIAN	NON-MINORITY DIFF	NON-MINORITY N	MINORITY YRS	MINORITY MEDIAN	MINORITY DIFF	MINORITY N
EXECUTIVE									
101.00	Chief Executive Officer, System	4	$100,114	25.1%	83	2	$80,000		8
102.00	Chief Executive Officer, Single Institution	5	$97,000	12.8%	461	5	$86,000		33
102.10	Assistant to the President, Single Institution	3	$46,620	3.8%	264	2	$44,900		26
103.00	Executive Vice President	4	$80,015	16.6%	121	4	$68,604		10
ACADEMIC									
201.00	Chief Academic Officer	3	$75,000	6.3%	507	2	$70,560		41
203.00	Director, Library Services	6	$53,000	14.5%	469	6	$46,274		39
203.10	Circulation Librarian	6	$28,000		252	5	$29,196	4.3%	31
203.20	Acquisitions Librarian	7	$31,496	13.3%	281	9	$27,800		29
203.30	Technical Services Librarian	6	$33,314	2.6%	303	6	$32,476		26
203.40	Public Services Librarian	5	$35,750	12.1%	212	5	$31,896		17
203.50	Reference Librarian	6	$31,262	8.7%	308	7	$28,760		29
204.00	Director, Institutional Research	5	$47,702	3.1%	301	3	$46,283		35
205.00	Director, Educational Media Services	6	$36,462	2.1%	266	6	$35,726		20
206.00	Director, Learning Resources Center	7	$41,295		170	5	$41,520	0.5%	22
207.00	Director, International Studies Education	4	$45,000		117	5	$47,520	5.6%	12
208.00	Director, Computer Center Operations/Academic	4	$48,074	4.7%	228	2	$45,900		12
208.10	Associate Director, Computer Center Operations/Academic	4	$41,795	20.6%	116	1	$34,644		8
209.00	Administrator, Grants and Contracts	4	$47,061	34.1%	285	4	$35,086		20
211.00	Dean, Agriculture	3	$83,000	44.0%	52	8	$57,629		6
212.00	Dean, Arts and Letters	4	$64,740	4.5%	66	2	$61,980		5
213.00	Dean, Arts and Sciences	4	$67,500	10.8%	241	1	$60,900		23
214.00	Dean, Business	4	$70,776	21.1%	331	1	$58,432		24
216.00	Dean, Continuing Education	5	$55,003		268	3	$55,693	1.3%	24
218.00	Dean, Education	4	$65,237	0.1%	239	1	$65,200		23
219.00	Dean, Engineering	5	$82,300	9.7%	156	2	$75,000		16
221.00	Dean, Extension	7	$65,300	19.8%	46	3	$54,486		7
222.00	Dean, Fine Arts	4	$62,408		86	3	$65,130	4.4%	12
223.00	Dean, Graduate Programs	4	$66,100	10.2%	233	2	$60,000		30
224.00	Dean, Health-Related Professions	5	$62,000		109	5	$64,200	3.5%	13
225.00	Dean, Home Economics	5	$68,136	24.2%	36	3	$54,855		7
226.00	Dean, Humanities	5	$59,400	56.2%	70	1	$38,019		6
229.00	Dean, Library and Information Sciences	3	$64,000	6.8%	41	10	$59,942		6
233.00	Dean, Nursing	5	$66,570	5.3%	139	2	$63,200		19
234.00	Dean, Occupational Studies/Vocational Education/Technology	4	$56,327	13.1%	80	3	$49,795		8
237.00	Dean, Sciences	4	$60,000	1.4%	112	5	$59,189		12
238.00	Dean, Social Sciences	4	$58,944	8.1%	78	3	$54,543		8
239.00	Dean, Social Work	4	$78,500	6.1%	37	5	$74,000		17
240.00	Dean, Special Programs	6	$51,186	4.4%	29	3	$49,021		10
ADMINISTRATIVE									
301.00	Chief Business Officer	5	$72,384	.4%	454	3	$68,000		26
301.01	Chief Administration Officer	3	$68,000	4.6%	100	2	$65,000		7
301.02	Chief Financial Officer	4	$60,800	3.8%	150	6	$58,601		9
301.10	Director, Health and Safety	4	$40,000	12.0%	131	2	$35,700		9
301.20	Director, Telecommunications	3	$42,180	17.1%	205	3	$36,034		14
302.00	Chief Planning Officer	3	$59,737	24.3%	115	9	$48,060		15
303.00	Chief Budgeting Officer	5	$50,010	14.9%	250	3	$43,512		21
303.10	Associate Budget Director	4	$42,390	46.2%	117	2	$28,992		14
305.00	General Counsel	5	$64,588	12.7%	142	2	$57,328		12
306.00	Chief Personnel/Human Resources Officer	6	$48,363	1.6%	410	3	$47,580		59
306.10	Associate Director, Personnel/Human Resources	4	$36,608	16.0%	191	2	$31,550		25
306.20	Manager, Benefits	4	$29,690	6.8%	224	3	$27,800		22
306.30	Manager, Training and Development	3	$33,833	9.5%	98	3	$30,900		18
306.40	Manager, Employee Relations	3	$37,424	9.7%	45	4	$34,100		15
306.60	Manager, Employment	3	$28,743		138	3	$30,000	4.4%	54
306.70	Manager, Wage and Salary/Manager, Compensation	3	$33,100	0.7%	130	2	$32,875		26
306.80	Manager, Personnel Information Systems	4	$34,905		78	1	$37,000	6.0%	7
307.00	Director, Affirmative Action/Equal Employment	4	$40,000		94	4	$45,475	13.7%	146
307.10	Associate Director, Affirmative Action/Equal Employment	2	$31,626		20	2	$32,388	2.4%	35
308.00	Director, Personnel and Affirmative Action	5	$40,687		66	4	$47,138	15.9%	16
309.00	Director, Computer Center	6	$54,372	11.4%	352	5	$48,819		18
309.10	Associate Director, Computer Center	5	$44,690		138	2	$45,000	0.7%	10
309.20	Data Base Administrator	4	$39,825	1.9%	135	5	$39,100		14
309.30	Systems Analyst I (highest level)	4	$35,000		168	2	$35,712	2.0%	17
309.40	Systems Analyst II (lowest level)	2	$27,145	4.0%	113	3	$26,105		10
309.50	Programmer Analyst I (highest level)	4	$30,382	20.3%	188	3	$25,251		19
309.60	Programmer Analyst II (lowest level)	2	$24,000		146	2	$27,000	12.5%	23
310.00	Director, Computer Center Operations/Administrative	6	$47,763	6.5%	185	6	$44,844		10
311.00	Director, Information Systems	4	$53,560	5.5%	155	9	$50,748		7
312.00	Chief, Physical Plant/Facilities Management Officer	5	$51,000	13.9%	508	4	$44,780		32
312.10	Associate Director, Physical Plant/Facilities Management	5	$40,700	10.2%	269	4	$36,940		16
312.20	Manager, Landscape and Grounds	6	$29,357		306	5	$29,768	1.4%	30
312.30	Manager, Building and Maintenance Trades	5	$33,860	15.0%	258	5	$29,450		15
312.40	Manager, Technical Trades	5	$35,316	35.2%	108	2	$26,123		6
312.50	Manager, Custodial Services	5	$29,352		256	6	$30,000	2.2%	87
312.60	Manager, Power Plant	6	$35,368	0.5%	183	7	$35,187		24
313.00	Comptroller	5	$50,140		382	6	$50,393	0.5%	29
313.10	Manager, Payroll	5	$29,595	15.1%	339	4	$25,713		39
314.00	Director, Accounting	4	$38,590		292	4	$42,000	8.8%	26
314.10	Staff Accountant (highest level)	3	$28,000		199	3	$29,260	4.5%	27
314.20	Staff Accountant (lowest level)	2	$22,059		129	1	$22,716	3.0%	22
315.00	Bursar	5	$35,368	12.3%	206	3	$31,500		28
316.00	Director, Purchasing	5	$38,000	15.2%	424	4	$33,000		31
316.10	Associate Director, Purchasing	5	$32,936	13.9%	133	4	$28,904		16
317.00	Director, Bookstore	6	$32,200	7.3%	323	3	$30,000		21
317.10	Associate Director, Bookstore	4	$24,700	32.7%	97	2	$18,610		9
318.00	Director, Internal Audit	4	$42,700		221	5	$48,420	13.4%	25
319.00	Director, Auxiliary Services	5	$47,976	37.9%	194	4	$34,792		15
319.10	Manager, Mail Services	4	$22,250		234	4	$23,300	4.7%	43

Table 28

COMPARISON BETWEEN NON-MINORITIES AND MINORITIES

ALL INSTITUTIONS WITH BUDGETS EQUAL TO OR ABOVE MEDIAN OF $15,075,393 (continued)

POS	TITLE	NON-MINORITY YRS	NON-MINORITY MEDIAN	NON-MINORITY DIFF	NON-MINORITY N	MINORITY YRS	MINORITY MEDIAN	MINORITY DIFF	MINORITY N
320.00	Director, Campus Security	6	$35,904		429	5	$36,201	0.8%	53
321.00	Director, Risk Management and Insurance	4	$44,486		99	3	$44,630	0.3%	9
322.10	Director, Medical Center Public Relations/Affairs	4	$48,960	9.0%	41	2	$44,923		6
EXTERNAL AFFAIRS									
401.00	Chief Development Officer	3	$65,000	29.2%	363	4	$50,300		20
401.10	Director, Annual Giving	2	$34,833		256	1	$33,970	3.3%	9
401.20	Director, Corporate/Foundation Relations	2	$41,602	18.9%	184	0	$35,000		7
402.00	Chief Public Relations Officer	4	$46,800		347	2	$48,552	4.4%	16
402.10	Director, Governmental/Legislative Relations	3	$60,000	0.0%	90	4	$60,000		7
404.00	Director, Alumni Affairs	3	$36,000	2.7%	368	3	$35,060		25
408.00	Director, Community Services	5	$40,980		67	5	$55,386	35.2%	11
409.00	Director, Publications	4	$33,674		266	3	$34,398	2.2%	8
409.20	Manager, Printing Services	8	$30,506	3.5%	260	5	$29,470		25
410.00	Director, Information Office	3	$39,324	10.9%	195	2	$35,448		16
411.00	Director, News Bureau	3	$31,300	19.7%	167	3	$26,148		8
STUDENT SERVICES									
501.00	Chief Student Affairs Officer	6	$60,500		438	4	$61,352	1.4%	94
502.00	Director, Admissions	5	$47,500	7.5%	372	6	$44,189		38
502.10	Associate Director, Admissions	4	$32,292		241	3	$33,549	3.9%	37
502.20	Assistant Director, Admissions	3	$24,100		153	5	$27,300	13.3%	33
503.00	Director, Admissions and Registrar	7	$51,884	14.6%	87	10	$45,255		8
504.00	Registrar	8	$43,202	12.0%	455	9	$38,563		23
504.10	Associate Registrar	5	$32,250	5.2%	195	6	$30,650		16
504.20	Assistant Registrar	4	$26,173	8.8%	179	4	$24,048		24
505.00	Director, Admissions and Financial Aid	4	$53,000	18.3%	59	2	$44,800		5
506.00	Director, Student Financial Aid	6	$40,407	3.1%	447	4	$39,200		90
506.10	Associate Director, Student Financial Aid	3	$28,296	1.1%	273	2	$28,000		53
507.00	Director, Food Services	6	$41,640	25.4%	167	2	$33,204		12
507.10	Associate Director, Food Services	4	$33,045	46.9%	83	2	$22,500		8
508.00	Director, Student Housing	5	$35,357	6.2%	315	3	$33,300		30
508.10	Associate Director, Student Housing	3	$29,387	2.3%	129	2	$28,740		16
508.20	Housing Officer/Administrative Operations	3	$31,000	12.3%	83	1	$27,602		9
508.30	Housing Officer/Residence Life	3	$27,820		121	2	$28,310	1.8%	10
510.00	Director, Foreign Students	6	$33,200		137	6	$33,490	0.9%	27
511.00	Director, Student Union	6	$38,858	9.8%	225	7	$35,394		16
511.10	Associate Director, Student Union	4	$30,598	11.3%	95	2	$27,500		15
511.20	Student Union Business Manager	4	$30,500	15.3%	53	3	$26,450		11
512.00	Director, Student Activities	4	$33,086		325	3	$34,600	4.6%	49
513.00	Director, Student Placement	5	$36,500		400	8	$37,355	2.3%	43
514.00	Director, Student Counseling	7	$42,436		362	4	$43,738	3.1%	46
514.10	Associate Director, Student Counseling	5	$33,991	3.4%	89	4	$32,862		16
515.00	Director, Student Health Services (Physician Administrator)	6	$70,000	81.7%	190	7	$38,535		12
516.00	Director, Student Health Services (Nurse Administrator)	6	$29,000	9.5%	226	5	$26,472		26
517.00	Director, Campus Ministries	4	$33,000	2.1%	125	12	$32,336		7
518.00	Director, Athletics	5	$51,227	4.5%	403	2	$49,008		31
519.00	Director, Sports Information	4	$26,123	4.5%	302	3	$25,000		14
522.00	Director, Campus Recreation/Intramurals	5	$31,178	7.9%	230	4	$28,884		19
523.00	Director, Enrollment Management	3	$48,000	10.3%	50	1	$43,500		8
524.00	Director, Minority Affairs	1	$37,000	6.8%	9	2	$34,650		119

Table 29

COMPARISON BETWEEN MALES AND FEMALES

ALL INSTITUTIONS WITH BUDGETS BELOW MEDIAN OF $15,075,393

POS	TITLE	MALE YRS	MALE MEDIAN	MALE DIFF	MALE N	FEMALE YRS	FEMALE MEDIAN	FEMALE DIFF	FEMALE N
EXECUTIVE									
102.00	Chief Executive Officer, Single Institution	5	$70,000	3.7%	510	4	$67,500		75
102.10	Assistant to the President, Single Institution	3	$43,000	50.6%	71	4	$28,553		105
103.00	Executive Vice President	5	$58,300	49.5%	69	4	$39,000		10
ACADEMIC									
201.00	Chief Academic Officer	3	$52,076	4.2%	457	2	$50,000		110
201.10	Director, Conferences	3	$35,700	36.9%	17	2	$26,068		30
203.00	Director, Library Services	8	$34,000	13.3%	231	6	$30,000		251
203.10	Circulation Librarian	7	$21,590	14.9%	21	5	$18,792		112
203.20	Acquisitions Librarian	5	$27,834	34.8%	12	7	$20,650		93
203.30	Technical Services Librarian	5	$25,702	13.2%	38	6	$22,703		161
203.40	Public Services Librarian	5	$27,841	19.4%	26	6	$23,320		80
203.50	Reference Librarian	4	$25,000	8.6%	59	4	$23,010		155
204.00	Director, Institutional Research	3	$36,486	14.2%	86	2	$31,951		54
205.00	Director, Educational Media Services	6	$27,910	26.8%	115	6	$22,011		42
206.00	Director, Learning Resources Center	4	$34,500	17.7%	81	4	$29,313		107
208.00	Director, Computer Center Operations/Academic	4	$33,063	25.4%	98	3	$26,357		25
208.10	Associate Director, Computer Center Operations/Academic	2	$24,840	12.9%	21	2	$22,000		11
209.00	Administrator, Grants and Contracts	2	$35,000	29.6%	36	2	$27,000		42
212.00	Dean, Arts and Letters	2	$47,932	3.3%	22	4	$46,388		5
213.00	Dean, Arts and Sciences	5	$46,613	19.2%	59	2	$39,100		24
214.00	Dean, Business	3	$43,704	3.6%	137	7	$42,180		32
215.00	Dean, Communications	1	$46,055	26.4%	11	5	$36,440		11
216.00	Dean, Continuing Education	4	$39,191	5.9%	118	4	$37,022		82
218.00	Dean, Education	4	$45,816	31.2%	49	2	$34,933		27
221.00	Dean, Extension	2	$36,580		15	2	$37,000	1.1%	11
222.00	Dean, Fine Arts	4	$41,802	18.2%	37	2	$35,363		13
223.00	Dean, Graduate Programs	3	$42,800	7.0%	39	3	$40,000		15
224.00	Dean, Health-Related Professions	8	$45,294	7.1%	24	5	$42,300		43
226.00	Dean, Humanities	3	$42,500	18.1%	48	2	$36,000		36
230.00	Dean, Mathematics	6	$41,802	14.6%	35	3	$36,468		11
234.00	Dean, Occupational Studies/Vocational Education/Technology	3	$43,000		72	2	$44,540	3.6%	18
237.00	Dean, Sciences	7	$43,384	27.6%	71	4	$34,000		15
238.00	Dean, Social Sciences	9	$38,115		65	1	$40,000	4.9%	20
240.00	Dean, Special Programs	3	$38,109	4.6%	34	3	$36,430		21
241.00	Dean, Undergraduate Programs	3	$42,100	5.0%	15	1	$40,100		15
ADMINISTRATIVE									
301.00	Chief Business Officer	6	$49,744	20.7%	454	4	$41,213		70
301.01	Chief Administration Officer	3	$44,183	5.2%	32	3	$42,000		10
301.02	Chief Financial Officer	3	$42,961	17.4%	68	3	$36,580		19
301.20	Director, Telecommunications	2	$28,000	12.0%	13	3	$25,000		9
302.00	Chief Planning Officer	4	$46,850	28.4%	31	2	$36,500		8
303.00	Chief Budgeting Officer	3	$39,455	9.6%	32	1	$36,000		15
303.10	Associate Budget Director	4	$33,000	26.9%	11	1	$26,000		5
306.00	Chief Personnel/Human Resources Officer	4	$35,690	34.7%	62	4	$26,500		92
307.00	Director, Affirmative Action/Equal Employment	3	$43,224	54.6%	8	3	$27,956		9
308.00	Director, Personnel and Affirmative Action	6	$37,764	20.7%	30	3	$31,300		75
309.00	Director, Computer Center	6	$36,000	22.3%	207	4	$29,442		45
309.10	Associate Director, Computer Center	4	$31,000	36.7%	34	2	$22,680		22
309.20	Data Base Administrator	3	$28,430	13.7%	17	2	$25,000		11
309.30	Systems Analyst I (highest level)	3	$28,892	8.1%	37	3	$26,730		16
309.40	Systems Analyst II (lowest level)	2	$22,200	26.1%	15	2	$17,600		9
309.50	Programmer Analyst I (highest level)	3	$25,500		61	2	$25,517	0.1%	41
309.60	Programmer Analyst II (lowest level)	1	$20,232		30	2	$21,000	3.8%	46
310.00	Director, Computer Center Operations/Administrative	4	$32,000	16.4%	61	4	$27,500		32
310.10	Associate Director, Computer Center Operations/Administrative	1	$28,200	28.2%	12	1	$22,000		19
311.00	Director, Information Systems	4	$42,000	104%	31	2	$20,604		14
312.00	Chief, Physical Plant/Facilities Management Officer	5	$32,762	6.2%	423	3	$30,850		11
312.10	Associate Director, Physical Plant/Facilities Management	4	$26,120	53.6%	118	2	$17,000		7
312.20	Manager, Landscape and Grounds	4	$21,433		99	6	$21,900	2.2%	7
312.50	Manager, Custodial Services	5	$21,395	14.6%	118	4	$18,673		26
313.00	Comptroller	4	$35,400	17.6%	142	4	$30,100		108
313.10	Manager, Payroll	10	$24,539	26.0%	17	5	$19,481		110
314.00	Director, Accounting	4	$28,817	15.6%	64	4	$24,927		84
314.10	Staff Accountant (highest level)	3	$23,499	8.8%	37	3	$21,600		110
314.20	Staff Accountant (lowest level)	2	$20,000	11.1%	19	2	$18,000		63
315.00	Bursar	4	$26,300	20.6%	19	6	$21,800		65
316.00	Director, Purchasing	7	$28,576	24.2%	93	5	$23,000		86
316.10	Associate Director, Purchasing	2	$23,262	29.2%	5	3	$18,000		14
317.00	Director, Bookstore	8	$22,700	19.0%	83	7	$19,083		227
317.10	Associate Director, Bookstore	2	$17,869	11.1%	8	5	$16,080		32
319.00	Director, Auxiliary Services	3	$33,280	29.5%	40	4	$25,700		22
319.10	Manager, Mail Services	3	$17,350	20.9%	47	4	$14,350		58
320.00	Director, Campus Security	5	$23,000	29.6%	182	2	$17,744		9
EXTERNAL AFFAIRS									
401.00	Chief Development Officer	3	$45,400	13.5%	239	2	$40,000		83
401.10	Director, Annual Giving	2	$31,400	18.4%	61	1	$26,530		58
401.20	Director, Corporate/Foundation Relations	1	$35,400	16.1%	34	1	$30,500		31
401.30	Coordinator, Resource Development	1	$25,000	16.3%	11	2	$21,500		35
401.40	Director, Estate Planning	4	$33,475	19.6%	42	2	$28,000		5
402.00	Chief Public Relations Officer	3	$30,900	16.7%	111	2	$26,478		144
403.00	Chief Development and Public Relations Officer	4	$41,000	26.0%	35	3	$32,544		22
404.00	Director, Alumni Affairs	3	$28,000	19.1%	78	3	$23,500		163
405.00	Director, Development and Alumni Affairs	3	$32,823		15	2	$34,125	4.0%	20
406.00	Director, Special and Deferred Gifts	2	$31,500	11.8%	25	3	$28,173		17
407.00	Director, Church Relations	3	$28,211	35.6%	39	2	$20,800		13
408.00	Director, Community Services	6	$37,295	13.8%	25	3	$32,760		44
409.00	Director, Publications	4	$29,775	26.7%	33	3	$23,500		72
409.10	Associate Director, Publications	2	$19,500	2.6%	8	3	$19,000		16
409.20	Manager, Printing Services	5	$22,050	18.3%	56	6	$18,637		38

Table 29

COMPARISON BETWEEN MALES AND FEMALES

ALL INSTITUTIONS WITH BUDGETS BELOW MEDIAN OF $15,075,393 (continued)

POS	TITLE	MALE YRS	MALE MEDIAN	MALE DIFF	MALE N	FEMALE YRS	FEMALE MEDIAN	FEMALE DIFF	FEMALE N
410.00	Director, Information Office	4	$27,207	6.1%	49	2	$25,633		65
411.00	Director, News Bureau	2	$23,955	16.8%	12	2	$20,513		19
STUDENT SERVICES									
501.00	Chief Student Affairs Officer	6	$43,595	16.4%	372	3	$37,468		153
502.00	Director, Admissions	4	$33,920	9.1%	249	3	$31,101		121
502.10	Associate Director, Admissions	2	$23,690	1.7%	56	2	$23,300		73
502.20	Assistant Director, Admissions	1	$20,046	0.2%	45	2	$20,000		111
503.00	Director, Admissions and Registrar	8	$38,883	22.2%	58	8	$31,816		24
504.00	Registrar	6	$33,571	34.0%	188	5	$25,056		252
504.10	Associate Registrar	2	$23,625	12.0%	10	4	$21,096		54
504.20	Assistant Registrar	2	$23,352	29.0%	19	3	$18,100		84
505.00	Director, Admissions and Financial Aid	3	$37,080	9.7%	45	1	$33,800		17
506.00	Director, Student Financial Aid	5	$31,404	24.6%	217	3	$25,200		273
506.10	Associate Director, Student Financial Aid	1	$20,500	1.0%	25	2	$20,300		110
507.00	Director, Food Services	6	$28,000	33.3%	60	5	$21,000		34
507.10	Associate Director, Food Services	3	$21,500	13.2%	8	4	$19,000		22
508.00	Director, Student Housing	2	$25,440	26.5%	87	1	$20,106		92
508.10	Associate Director, Student Housing	2	$27,468	37.6%	7	1	$19,968		19
508.30	Housing Officer/Residence Life	1	$19,700		36	1	$20,000	1.5%	31
510.00	Director, Foreign Students	2	$28,000	20.6%	15	3	$23,216		19
511.00	Director, Student Union	5	$29,802	26.8%	35	3	$23,500		18
512.00	Director, Student Activities	3	$26,004	20.2%	115	1	$21,630		142
513.00	Director, Student Placement	5	$30,254	26.1%	97	3	$24,000		189
514.00	Director, Student Counseling	5	$33,288	26.4%	134	3	$26,340		130
514.10	Associate Director, Student Counseling	2	$23,000		13	2	$25,126	9.2%	25
515.00	Director, Student Health Services (Physician Administrator)	9	$30,000	47.4%	15	4	$20,356		14
517.00	Director, Campus Ministries	4	$26,100	27.3%	81	2	$20,500		44
518.00	Director, Athletics	4	$33,964	33.4%	252	3	$25,466		32
522.00	Director, Campus Recreation/Intramurals	2	$22,200	11.0%	57	2	$20,000		14
523.00	Director, Enrollment Management	2	$40,000	14.3%	24	2	$35,000		11
524.00	Director, Minority Affairs	3	$24,896	18.1%	14	1	$21,083		14

Table 30

COMPARISON BETWEEN MALES AND FEMALES

ALL INSTITUTIONS WITH BUDGETS EQUAL TO OR ABOVE MEDIAN OF $15,075,393

POS	TITLE	MALE YRS	MALE MEDIAN	MALE DIFF	MALE N	FEMALE YRS	FEMALE MEDIAN	FEMALE DIFF	FEMALE N
EXECUTIVE									
101.10	Assistant to the President, System	4	$63,615	14.8%	32	2	$55,394		23
102.00	Chief Executive Officer, Single Institution	5	$96,000	2.7%	465	3	$93,500		32
102.10	Assistant to the President, Single Institution	4	$55,100	34.4%	137	3	$41,000		154
103.00	Executive Vice President	4	$82,000	19.9%	122	3	$68,383		12
ACADEMIC									
201.00	Chief Academic Officer	3	$76,000	13.0%	460	2	$67,275		91
201.10	Director, Conferences	4	$42,138	25.3%	72	3	$33,628		67
202.00	Chief Health Professions Officer	3	$104,860	95.8%	56	3	$53,553		13
203.00	Director, Library Services	8	$54,150	7.8%	343	4	$50,250		168
203.10	Circulation Librarian	8	$31,500	17.6%	77	5	$26,785		210
203.20	Acquisitions Librarian	9	$34,000	13.3%	104	7	$30,000		209
203.30	Technical Services Librarian	8	$36,000	13.2%	106	5	$31,800		226
203.40	Public Services Librarian	5	$36,500	10.6%	79	5	$33,000		150
203.50	Reference Librarian	6	$31,600	5.7%	105	6	$29,900		233
204.00	Director, Institutional Research	5	$50,940	26.4%	221	4	$40,300		115
204.10	Associate Director, Institutional Research	4	$40,000	21.0%	55	3	$33,057		37
205.00	Director, Educational Media Services	6	$38,068	16.2%	243	5	$32,774		43
206.00	Director, Learning Resources Center	8	$45,600	28.3%	117	4	$35,535		77
207.00	Director, International Studies Education	4	$49,500	59.3%	95	4	$31,078		38
208.00	Director, Computer Center Operations/Academic	4	$48,710	6.6%	206	3	$45,715		34
208.10	Associate Director, Computer Center Operations/Academic	4	$43,890	24.1%	90	3	$35,380		34
209.00	Administrator, Grants and Contracts	5	$50,950	41.5%	202	4	$36,000		106
212.00	Dean, Arts and Letters	4	$64,000	15.4%	61	2	$55,437		10
213.00	Dean, Arts and Sciences	4	$67,452	7.1%	226	2	$63,000		39
214.00	Dean, Business	4	$71,400	35.2%	325	4	$52,820		32
215.00	Dean, Communications	5	$66,625	20.2%	48	1	$55,437		6
216.00	Dean, Continuing Education	6	$58,000	17.9%	208	2	$49,200		84
218.00	Dean, Education	4	$65,904	7.6%	202	2	$61,225		60
221.00	Dean, Extension	7	$67,500	26.7%	42	2	$53,286		11
222.00	Dean, Fine Arts	4	$62,944	4.9%	87	2	$60,000		11
223.00	Dean, Graduate Programs	4	$66,229	4.4%	211	3	$63,410		54
224.00	Dean, Health-Related Professions	7	$64,250	12.2%	76	3	$57,279		47
225.00	Dean, Home Economics	3	$62,772		10	5	$68,512	9.1%	33
226.00	Dean, Humanities	5	$59,400	4.2%	57	2	$57,000		19
227.00	Dean, Instruction	8	$57,572	10.7%	11	10	$52,000		5
228.00	Dean, Law	3	$102,000		100	3	$109,512	7.4%	6
229.00	Dean, Library and Information Sciences	4	$70,000	25.2%	33	4	$55,916		14
230.00	Dean, Mathematics	4	$53,000	10.2%	40	4	$48,079		6
233.00	Dean, Nursing	10	$67,536	4.6%	5	5	$64,575		155
234.00	Dean, Occupational Studies/Vocational Education/Technology	4	$55,620		73	2	$57,680	3.7%	15
237.00	Dean, Sciences	4	$61,296	22.6%	111	6	$50,000		13
238.00	Dean, Social Sciences	3	$61,751	8.2%	71	9	$57,075		16
239.00	Dean, Social Work	5	$78,500	19.1%	40	2	$65,900		14
240.00	Dean, Special Programs	5	$51,186	6.3%	22	7	$48,163		17
241.00	Dean, Undergraduate Programs	5	$64,294	10.5%	36	2	$58,183		14
ADMINISTRATIVE									
301.00	Chief Business Officer	6	$72,500	15.1%	450	2	$63,000		33
301.01	Chief Administration Officer	3	$66,976	3.8%	94	3	$64,500		14
301.02	Chief Financial Officer	4	$60,800		141	3	$65,000	6.9%	22
301.10	Director, Health and Safety	5	$41,000	16.3%	125	1	$35,244		15
301.20	Director, Telecommunications	3	$44,800	34.1%	156	3	$33,400		62
302.00	Chief Planning Officer	4	$59,500	12.2%	104	3	$53,018		27
303.00	Chief Budgeting Officer	5	$52,000	21.5%	202	3	$42,788		71
303.10	Associate Budget Director	4	$45,195	22.1%	74	2	$37,000		57
304.00	Chief Planning and Budget Officer	7	$66,408	8.5%	53	2	$61,200		9
305.00	General Counsel	5	$65,790	5.3%	119	4	$62,500		37
305.10	Associate General Counsel	4	$54,996	22.1%	32	3	$45,045		29
306.00	Chief Personnel/Human Resources Officer	7	$52,000	21.0%	306	4	$42,982		166
306.10	Associate Director, Personnel/Human Resources	5	$42,504	31.2%	86	3	$32,388		132
306.20	Manager, Benefits	4	$39,140	43.6%	75	3	$27,253		172
306.30	Manager, Training and Development	3	$35,368	6.2%	38	3	$33,300		78
306.40	Manager, Employee Relations	4	$41,700	21.1%	26	2	$34,447		34
306.50	Manager, Labor Relations	4	$43,100		34	1	$54,600	26.7%	10
306.60	Manager, Employment	3	$36,708	32.3%	51	3	$27,745		143
306.70	Manager, Wage and Salary/Manager, Compensation	4	$34,100	7.3%	64	2	$31,777		93
306.80	Manager, Personnel Information Systems	3	$42,301	60.3%	41	4	$26,391		44
307.00	Director, Affirmative Action/Equal Employment	5	$46,156	14.0%	95	4	$40,500		146
307.10	Associate Director, Affirmative Action/Equal Employment	2	$36,100	13.2%	16	2	$31,904		39
308.00	Director, Personnel and Affirmative Action	7	$44,844	17.1%	37	3	$38,300		45
309.00	Director, Computer Center	6	$54,577	20.2%	338	4	$45,396		33
309.10	Associate Director, Computer Center	6	$46,980	37.4%	120	3	$34,187		29
309.20	Data Base Administrator	4	$41,561	21.9%	112	4	$34,098		38
309.30	Systems Analyst I (highest level)	4	$35,197	8.9%	142	4	$32,315		44
309.40	Systems Analyst II (lowest level)	3	$27,386	2.0%	78	2	$26,845		42
309.50	Programmer Analyst I (highest level)	5	$31,968	14.2%	130	4	$28,000		77
309.60	Programmer Analyst II (lowest level)	2	$24,500	4.3%	95	2	$23,500		71
310.00	Director, Computer Center Operations/Administrative	6	$49,805	18.6%	167	5	$42,000		27
310.10	Associate Director, Computer Center Operations/Administrative	5	$42,524	21.2%	83	4	$35,100		29
311.00	Director, Information Systems	4	$53,911	12.9%	142	3	$47,760		21
312.00	Chief, Physical Plant/Facilities Management Officer	5	$50,900	0.7%	535	2	$50,562		6
312.10	Associate Director, Physical Plant/Facilities Management	4	$40,663	7.7%	279	8	$37,762		6
312.20	Manager, Landscape and Grounds	6	$29,768	7.1%	322	3	$27,805		15
312.30	Manager, Building and Maintenance Trades	5	$33,790		270	2	$36,000	6.5%	5
312.50	Manager, Custodial Services	5	$30,000	12.9%	289	5	$26,569		54
313.00	Comptroller	6	$52,000	17.5%	330	3	$44,250		81
313.10	Manager, Payroll	6	$36,000	31.3%	118	5	$27,417		260
314.00	Director, Accounting	5	$41,388	18.3%	212	3	$35,000		107
314.10	Staff Accountant (highest level)	4	$32,250	26.5%	109	2	$25,500		117
314.20	Staff Accountant (lowest level)	2	$23,553	8.2%	49	2	$21,760		104

Table 30

COMPARISON BETWEEN MALES AND FEMALES

ALL INSTITUTIONS WITH BUDGETS EQUAL TO OR ABOVE MEDIAN OF $15,075,393 (continued)

POS	TITLE	MALE YRS	MALE MEDIAN	MALE DIFF	MALE N	FEMALE YRS	FEMALE MEDIAN	FEMALE DIFF	FEMALE N
315.00	Bursar	7	$38,668	28.9%	126	3	$30,000		110
315.10	Associate Bursar	5	$35,822	41.6%	26	2	$25,300		40
316.00	Director, Purchasing	6	$39,468	27.5%	352	4	$30,953		105
316.10	Associate Director, Purchasing	5	$35,880	24.2%	86	4	$28,900		64
317.00	Director, Bookstore	7	$35,881	31.5%	225	4	$27,295		121
317.10	Associate Director, Bookstore	5	$25,916	18.9%	54	3	$21,800		52
318.00	Director, Internal Audit	5	$44,988	29.6%	180	3	$34,704		67
319.00	Director, Auxiliary Services	5	$48,118	31.7%	179	4	$36,538		31
319.10	Manager, Mail Services	5	$23,835	18.6%	188	3	$20,100		91
320.00	Director, Campus Security	5	$35,907	2.8%	467	3	$34,937		16
321.00	Director, Risk Management and Insurance	4	$45,000	19.7%	80	4	$37,600		28
322.00	Administrator, Hospital Medical Center	5	$112,590	109%	31	2	$54,000		5
322.10	Director, Medical Center Public Relations/Affairs	5	$53,000	18.0%	16	3	$44,923		31
322.20	Director, Medical Center Personnel	3	$50,532		11	3	$62,005	22.7%	9
EXTERNAL AFFAIRS									
401.00	Chief Development Officer	3	$65,556	19.2%	313	3	$55,000		75
401.10	Director, Annual Giving	2	$36,878	10.9%	119	2	$33,245		148
401.20	Director, Corporate/Foundation Relations	2	$46,000	36.9%	111	2	$33,600		81
401.30	Coordinator, Resource Development	2	$37,440	41.8%	25	3	$26,402		90
401.40	Director, Estate Planning	4	$47,064	19.4%	74	2	$39,411		20
402.00	Chief Public Relations Officer	4	$50,960	22.3%	205	3	$41,660		159
402.10	Director, Governmental/Legislative Relations	4	$64,286	19.6%	66	3	$53,729		32
403.00	Chief Development and Public Relations Officer	4	$72,451	15.2%	92	4	$62,904		28
404.00	Director, Alumni Affairs	3	$41,830	30.7%	215	3	$32,000		179
405.00	Director, Development and Alumni Affairs	2	$47,250	10.3%	41	3	$42,850		26
406.00	Director, Special and Deferred Gifts	4	$44,100	5.0%	71	2	$42,015		26
408.00	Director, Community Services	4	$47,430	33.6%	41	5	$35,500		38
409.00	Director, Publications	6	$38,645	20.8%	116	3	$32,000		159
409.10	Associate Director, Publications	4	$31,460	18.7%	25	3	$26,500		57
409.20	Manager, Printing Services	8	$31,110	20.1%	218	5	$25,903		67
410.00	Director, Information Office	4	$42,444	12.7%	122	3	$37,653		91
411.00	Director, News Bureau	4	$33,150	14.2%	78	3	$29,017		99
STUDENT SERVICES									
501.00	Chief Student Affairs Officer	6	$61,117	10.9%	415	3	$55,120		118
502.00	Director, Admissions	6	$48,077	9.5%	315	3	$43,900		96
502.10	Associate Director, Admissions	4	$34,500	11.4%	150	3	$30,958		128
502.20	Assistant Director, Admissions	3	$24,000		76	3	$25,000	4.2%	110
503.00	Director, Admissions and Registrar	9	$52,391	18.3%	78	5	$44,291		17
504.00	Registrar	9	$46,000	24.0%	307	5	$37,100		171
504.10	Associate Registrar	5	$35,664	23.0%	99	5	$28,992		113
504.20	Assistant Registrar	6	$28,300	14.4%	52	4	$24,739		150
505.00	Director, Admissions and Financial Aid	4	$53,277	13.4%	51	2	$47,000		13
506.00	Director, Student Financial Aid	7	$42,264	13.2%	339	4	$37,345		201
506.10	Associate Director, Student Financial Aid	2	$31,500	16.0%	107	3	$27,156		221
507.00	Director, Food Services	6	$41,880	9.4%	128	5	$38,268		52
507.10	Associate Director, Food Services	3	$33,045	6.0%	55	4	$31,180		37
508.00	Director, Student Housing	5	$38,016	19.1%	228	4	$31,930		117
508.10	Associate Director, Student Housing	4	$32,355	27.2%	91	2	$25,440		55
508.20	Housing Officer/Administrative Operations	3	$31,000	6.6%	60	3	$29,078		32
508.30	Housing Officer/Residence Life	3	$31,986	18.9%	57	3	$26,900		75
508.40	Housing Officer/Family Housing	3	$32,615	6.3%	23	5	$30,681		17
510.00	Director, Foreign Students	7	$36,000	26.3%	90	5	$28,498		76
511.00	Director, Student Union	7	$40,275	31.2%	185	3	$30,700		57
511.10	Associate Director, Student Union	5	$33,196	23.2%	68	3	$26,934		42
511.20	Student Union Business Manager	3	$31,500	14.0%	45	3	$27,629		19
512.00	Director, Student Activities	5	$37,293	22.5%	206	3	$30,450		168
513.00	Director, Student Placement	8	$41,382	27.1%	233	3	$32,562		212
514.00	Director, Student Counseling	8	$44,795	20.7%	275	3	$37,100		134
514.10	Associate Director, Student Counseling	6	$39,388	35.1%	54	4	$29,164		51
515.00	Director, Student Health Services (Physician Administrator)	7	$70,000	10.1%	143	4	$63,605		59
516.00	Director, Student Health Services (Nurse Administrator)	3	$26,312		6	6	$28,960	10.1%	247
517.00	Director, Campus Ministries	4	$35,000	44.9%	111	3	$24,150		22
518.00	Director, Athletics	5	$51,550	22.7%	414	3	$42,000		23
519.00	Director, Sports Information	4	$26,375	8.6%	301	2	$24,286		17
521.00	Director, Athletics/Women	11	$37,000		6	8	$37,500	1.4%	103
522.00	Director, Campus Recreation/Intramurals	5	$31,328	11.6%	198	3	$28,064		53
523.00	Director, Enrollment Management	2	$51,363	18.1%	42	2	$43,500		19
524.00	Director, Minority Affairs	2	$38,000	26.7%	78	1	$30,000		52

Table 31

MEANS AND MEDIANS SUMMARY - ALL INSTITUTIONS

POS	TITLE	MEDIAN	MEAN	N
EXECUTIVE				
101.00	Chief Executive Officer, System	$95,242	$99,589	111
101.10	Assistant to the President, System	$57,240	$57,447	73
102.00	Chief Executive Officer, Single Institution	$80,000	$85,706	1105
102.10	Assistant to the President, Single Institution	$42,000	$43,754	484
103.00	Executive Vice President	$68,000	$74,704	223
ACADEMIC				
201.00	Chief Academic Officer	$62,000	$66,004	1149
201.10	Director, Conferences	$35,000	$36,732	202
202.00	Chief Health Professions Officer	$70,000	$90,051	83
203.00	Director, Library Services	$41,561	$44,411	1019
203.10	Circulation Librarian	$25,666	$26,506	440
203.20	Acquisitions Librarian	$29,528	$29,981	435
203.30	Technical Services Librarian	$29,185	$30,999	562
203.40	Public Services Librarian	$31,545	$33,366	359
203.50	Reference Librarian	$27,500	$28,921	609
204.00	Director, Institutional Research	$42,700	$44,195	491
204.10	Associate Director, Institutional Research	$36,011	$36,751	111
205.00	Director, Educational Media Services	$32,201	$34,297	460
206.00	Director, Learning Resources Center	$36,438	$37,471	401
207.00	Director, International Studies Education	$44,032	$45,098	158
208.00	Director, Computer Center Operations/Academic	$43,000	$45,139	371
208.10	Associate Director, Computer Center Operations/Academic	$37,949	$39,728	169
209.00	Administrator, Grants and Contracts	$42,350	$44,430	399
210.00	Dean, Architecture	$76,400	$76,145	53
211.00	Dean, Agriculture	$75,000	$74,141	71
212.00	Dean, Arts and Letters	$55,816	$60,050	102
213.00	Dean, Arts and Sciences	$60,732	$63,722	354
214.00	Dean, Business	$60,050	$63,322	548
215.00	Dean, Communications	$55,303	$57,860	83
216.00	Dean, Continuing Education	$46,680	$49,162	514
217.00	Dean, Dentistry	$103,629	$94,985	47
218.00	Dean, Education	$60,192	$60,610	348
219.00	Dean, Engineering	$76,008	$76,287	221
220.00	Dean, Experimental Programs	$52,360	$55,877	84
221.00	Dean, Extension	$53,573	$56,477	152
222.00	Dean, Fine Arts	$61,509	$63,523	332
223.00	Dean, Graduate Programs	$54,704	$56,441	204
224.00	Dean, Health-Related Professions	$65,120	$63,466	47
225.00	Dean, Home Economics	$47,250	$49,864	169
226.00	Dean, Humanities	$52,000	$52,167	43
227.00	Dean, Instruction	$100,500	$99,924	115
228.00	Dean, Law	$60,274	$64,242	57
229.00	Dean, Library and Information Sciences	$47,500	$48,808	100
230.00	Dean, Mathematics	$143,200	$140,856	66
231.00	Dean, Medicine	$57,000	$58,351	70
232.00	Dean, Music	$52,917	$57,585	247
233.00	Dean, Nursing	$49,688	$50,539	193
234.00	Dean, Occupational Studies/Vocational Education/Technology	$83,500	$83,401	49
235.00	Dean, Pharmacy	$95,299	$91,908	17
236.00	Dean, Public Health	$51,905	$55,893	223
237.00	Dean, Sciences	$47,549	$51,069	183
238.00	Dean, Social Sciences	$68,500	$69,891	61
239.00	Dean, Social Work	$42,042	$45,531	100
240.00	Dean, Special Programs	$52,356	$56,035	84
241.00	Dean, Undergraduate Programs	$92,340	$92,332	23
242.00	Dean, Veterinary Medicine	$58,187	$60,920	1035
ADMINISTRATIVE				
301.00	Chief Business Officer	$60,200	$62,158	154
301.01	Chief Administration Officer	$53,000	$56,959	259
301.02	Chief Financial Officer	$38,740	$43,163	157
301.10	Director, Health and Safety	$39,000	$41,907	250
301.20	Director, Telecommunications	$55,000	$57,420	171
302.00	Chief Planning Officer	$48,275	$49,449	327
303.00	Chief Budgeting Officer	$39,600	$41,439	154
303.10	Associate Budget Director	$59,080	$61,407	79
304.00	Chief Planning and Budget Officer	$63,410	$65,016	169
305.00	General Counsel	$48,833	$51,471	72
305.10	Associate General Counsel	$44,000	$46,253	645
306.00	Chief Personnel/Human Resources Officer	$34,476	$36,973	259
306.10	Associate Director, Personnel/Human Resources	$29,000	$31,424	272
306.20	Manager, Benefits	$33,771	$35,015	125
306.30	Manager, Training and Development	$35,462	$37,964	69
306.40	Manager, Employee Relations	$47,652	$48,897	49
306.50	Manager, Labor Relations	$28,890	$31,281	206
306.60	Manager, Employment	$32,823	$33,819	164
306.70	Manager, Wage and Salary/Manager, Compensation	$33,600	$35,150	91
306.80	Manager, Personnel Information Systems	$42,540	$44,307	265
307.00	Director, Affirmative Action/Equal Employment	$32,355	$34,303	57
307.10	Associate Director, Affirmative Action/Equal Employment	$36,274	$38,181	189
308.00	Director, Personnel and Affirmative Action	$45,563	$46,981	641
309.00	Director, Computer Center	$38,957	$40,580	216
309.10	Associate Director, Computer Center	$38,148	$37,992	187
309.20	Data Base Administrator	$35,000	$34,846	349
309.30	Systems Analyst I (highest level)	$27,408	$28,151	246
309.40	Systems Analyst II (lowest level)	$28,992	$29,859	479
309.50	Programmer Analyst I (highest level)	$23,633	$24,132	394
309.60	Programmer Analyst II (lowest level)	$42,000	$44,071	294
310.00	Director, Computer Center Operations/Administrative	$38,370	$39,249	151
310.10	Associate Director, Computer Center Operations/Administrative	$50,000	$52,081	212

Table 31

MEANS AND MEDIANS SUMMARY - ALL INSTITUTIONS (continued)

POS	TITLE	MEDIAN	MEAN	N
311.00	Director, Information Systems	$42,424	$44,076	1002
312.00	Chief, Physical Plant/Facilities Management Officer	$35,633	$37,269	434
312.10	Associate Director, Physical Plant/Facilities Management	$27,250	$28,609	456
312.20	Manager, Landscape and Grounds	$31,197	$32,332	393
312.30	Manager, Building and Maintenance Trades	$33,867	$34,476	161
312.40	Manager, Technical Trades	$27,000	$27,860	513
312.50	Manager, Custodial Services	$34,400	$35,357	242
312.60	Manager, Power Plant	$43,600	$45,576	674
313.00	Comptroller	$26,950	$28,593	519
313.10	Manager, Payroll	$35,304	$36,448	478
314.00	Director, Accounting	$26,112	$27,324	489
314.10	Staff Accountant (highest level)	$21,557	$21,880	367
314.20	Staff Accountant (lowest level)	$32,000	$33,433	327
315.00	Bursar	$27,600	$29,186	87
315.10	Associate Bursar	$34,008	$35,409	649
316.00	Director, Purchasing	$30,094	$31,435	177
316.10	Associate Director, Purchasing	$26,000	$27,486	676
317.00	Director, Bookstore	$23,000	$23,995	154
317.10	Associate Director, Bookstore	$41,700	$43,781	258
318.00	Director, Internal Audit	$42,161	$43,762	278
319.00	Director, Auxiliary Services	$20,400	$21,719	389
319.10	Manager, Mail Services	$31,800	$33,694	693
320.00	Director, Campus Security	$44,486	$44,743	113
321.00	Director, Risk Management and Insurance	$109,700	$103,574	41
322.00	Administrator, Hospital Medical Center	$48,000	$49,974	49
322.10	Director, Medical Center Public Relations/Affairs	$54,996	$50,994	21
322.20	Director, Medical Center Personnel	$54,000	$56,105	732
EXTERNAL AFFAIRS				
401.00	Chief Development Officer	$32,100	$34,456	401
401.10	Director, Annual Giving	$38,500	$40,744	274
401.20	Director, Corporate/Foundation Relations	$26,361	$28,864	168
401.30	Coordinator, Resource Development	$40,643	$42,623	150
401.40	Director, Estate Planning	$37,550	$41,265	643
402.00	Chief Public Relations Officer	$59,844	$60,947	103
402.10	Director, Governmental/Legislative Relations	$60,010	$61,091	180
403.00	Chief Development and Public Relations Officer	$31,080	$34,033	662
404.00	Director, Alumni Affairs	$42,350	$43,539	105
405.00	Director, Development and Alumni Affairs	$40,000	$40,538	145
406.00	Director, Special and Deferred Gifts	$30,000	$31,448	81
407.00	Director, Church Relations	$38,587	$40,828	156
408.00	Director, Community Services	$31,502	$33,184	390
409.00	Director, Publications	$26,110	$26,465	109
409.10	Associate Director, Publications	$28,076	$28,939	395
409.20	Manager, Printing Services	$33,350	$35,511	334
410.00	Director, Information Office	$28,932	$30,653	213
411.00	Director, News Bureau	$50,256	$52,202	1096
STUDENT SERVICES				
501.00	Chief Student Affairs Officer	$39,500	$41,252	809
502.00	Director, Admissions	$30,000	$30,899	467
502.10	Associate Director, Admissions	$22,913	$24,062	469
502.20	Assistant Director, Admissions	$25,000	$26,750	193
503.00	Director, Admissions and Registrar	$44,144	$45,299	188
504.00	Registrar	$35,400	$36,886	945
504.10	Associate Registrar	$29,807	$30,868	299
504.20	Assistant Registrar	$24,180	$24,465	360
505.00	Director, Admissions and Financial Aid	$43,315	$44,874	130
506.00	Director, Student Financial Aid	$34,029	$34,934	1068
506.10	Associate Director, Student Financial Aid	$25,920	$26,953	504
507.00	Director, Food Services	$35,368	$36,668	285
507.10	Associate Director, Food Services	$30,000	$30,545	136
508.00	Director, Student Housing	$30,625	$32,556	542
508.10	Associate Director, Student Housing	$26,617	$28,915	190
508.20	Housing Officer/Administrative Operations	$29,887	$30,321	105
508.30	Housing Officer/Residence Life	$24,000	$25,972	239
508.40	Housing Officer/Family Housing	$30,864	$32,177	44
509.00	Director, Housing and Food Service	$52,536	$55,033	36
510.00	Director, Foreign Students	$31,400	$33,144	207
511.00	Director, Student Union	$36,936	$37,485	301
511.10	Associate Director, Student Union	$29,378	$30,409	126
511.20	Student Union Business Manager	$30,000	$29,825	70
512.00	Director, Student Activities	$28,530	$30,384	653
513.00	Director, Student Placement	$32,404	$33,475	753
514.00	Director, Student Counseling	$38,100	$38,244	706
514.10	Associate Director, Student Counseling	$31,128	$31,861	152
515.00	Director, Student Health Services (Physician Administrator)	$65,556	$61,671	236
516.00	Director, Student Health Services (Nurse Administrator)	$25,524	$26,238	444
517.00	Director, Campus Ministries	$28,172	$29,786	267
518.00	Director, Athletics	$44,350	$47,071	741
519.00	Director, Sports Information	$24,670	$26,215	398
520.00	Director, Athletics/Men	$42,034	$43,466	69
521.00	Director, Athletics/Women	$32,600	$34,611	146
522.00	Director, Campus Recreation/Intramurals	$29,150	$30,558	334
523.00	Director, Enrollment Management	$44,168	$45,255	103
524.00	Director, Minority Affairs	$33,800	$34,997	166

Table 32

Summary of All Reported Salaries By Institutional Type

POSITION TITLE: Chief Executive Officer of a Single Institution (President/Chancellor) POSITION CODE: 102.00
POSITION DESCRIPTION: The principal administrative official responsible for the direction of all operations of a campus or an institution of higher education.

TABLE	INSTITUTIONAL TYPE	MED	20%	40%	60%	80%	CASES
1	All Institutions	$80,000	$64,104	$75,083	$85,000	$104,302	1104
2	Public Institutions	$79,044	$66,372	$75,088	$83,041	$96,000	590
3	Private Indenpendent Institutions	$93,500	$70,000	$85,000	$101,120	$123,000	276
4	Private Religious Institutions	$73,597	$56,200	$67,000	$79,205	$95,000	238
5	Doctoral Level Institutions	$122,000	$99,750	$115,000	$126,423	$149,551	87
6	Comprehensive Institutions	$90,000	$76,633	$85,860	$95,000	$110,000	261
7	General Baccalaureate Institutions	$79,500	$61,215	$74,400	$84,450	$99,600	373
8	2-Year Institutions with Academic Rank	$69,000	$59,328	$66,500	$72,557	$80,000	331
9	Doctoral Level Instits with Budgets $106.0 Million or Less	$107,000	$92,100	$105,522	$116,735	$140,000	27
10	Doctoral Level Instits with Budgets $106.1 - $192.5 Million	$110,000	$92,100	$105,000	$115,000	$120,750	23
11	Doctoral Level Instits with Budgets $192.6 - $295.7 Million	$131,100	$115,000	$127,000	$133,156	$149,551	19
12	Doctoral Level Instits with Budgets $295.8 Million or More	$130,750	$116,600	$126,423	$142,900	$144,000	18
13	Comprehensive Instits with Budgets $21.0 Million or Less	$82,000	$70,000	$77,000	$85,000	$94,500	68
14	Comprehensive Instits with Budgets $21.1 - $32.9 Million	$90,000	$78,378	$85,860	$90,790	$100,000	63
15	Comprehensive Instits with Budgets $33.0 - $54.0 Million	$89,700	$77,452	$85,860	$90,915	$107,929	66
16	Comprehensive Instits with Budgets $54.1 Million or More	$104,550	$85,920	$99,800	$110,000	$123,500	64
17	General Baccalaureate Instits with Budgets $6.5 Million or Less	$60,057	$46,675	$59,048	$65,000	$73,597	96
18	General Baccalaureate Instits with Budgets $6.6 - $10.7 Million	$75,083	$61,000	$74,028	$79,670	$85,050	92
19	General Baccalaureate Instits with Budgets $10.8 - $17.1 Million	$84,423	$70,000	$79,560	$91,500	$102,400	95
20	General Baccalaureate Instits with Budgets $17.2 Million or More	$97,000	$82,000	$90,000	$103,000	$118,000	90
21	2-Year Instits Academic Rank with Budgets $4.9 Million or Less	$58,000	$48,825	$56,175	$61,000	$67,953	90
22	2-Year Instits Academic Rank with Budgets $5.0 - $8.6 Million	$66,400	$60,150	$64,000	$67,600	$75,000	85
23	2-Year Instits Academic Rank with Budgets $8.7 - $14.8 Million	$73,500	$67,500	$70,512	$76,344	$80,409	86
24	2-Year Instits Academic Rank with Budgets $14.9 Million or More	$80,000	$72,500	$77,754	$81,241	$87,363	70

Table 33

Summary of All Reported Salaries By Institutional Type

POSITION TITLE: Chief Academic Officer (may also be titled Provost) POSITION CODE: 201.00

POSITION DESCRIPTION: The senior administrative official responsible for the direction of the academic program of the institution. Functions typically include teaching, research, extension, admissions, registrar, and library activities. Reports to the Chief Executive Officer.

	TABLE INSTITUTIONAL TYPE	MED	20%	40%	60%	80%	CASES
1	All Institutions	$62,000	$48,156	$57,202	$66,150	$80,480	1148
2	Public Institutions	$64,600	$51,984	$59,595	$69,237	$82,500	621
3	Private Indenpendent Institutions	$64,000	$50,000	$61,000	$70,000	$85,000	284
4	Private Religious Institutions	$51,000	$40,000	$47,390	$55,068	$66,150	243
5	Doctoral Level Institutions	$98,004	$85,104	$92,449	$104,000	$118,000	108
6	Comprehensive Institutions	$73,000	$62,000	$70,000	$75,600	$84,300	267
7	General Baccalaureate Institutions	$56,400	$44,926	$52,500	$60,900	$68,906	369
8	2-Year Institutions with Academic Rank	$53,573	$44,452	$51,334	$56,000	$62,616	335
9	Doctoral Level Instits with Budgets $106.0 Million or Less	$89,165	$75,331	$85,104	$90,772	$100,000	28
10	Doctoral Level Instits with Budgets $106.1 - $192.5 Million	$91,000	$85,000	$89,200	$93,500	$107,500	28
11	Doctoral Level Instits with Budgets $192.6 - $295.7 Million	$102,585	$89,300	$96,100	$108,000	$117,500	25
12	Doctoral Level Instits with Budgets $295.8 Million or More	$114,500	$101,650	$111,426	$115,650	$140,000	27
13	Comprehensive Instits with Budgets $21.0 Million or Less	$61,800	$49,079	$57,700	$64,822	$71,000	66
14	Comprehensive Instits with Budgets $21.1 - $32.9 Million	$70,391	$63,000	$67,985	$74,000	$80,000	65
15	Comprehensive Instits with Budgets $33.0 - $54.0 Million	$73,500	$65,000	$71,600	$76,800	$82,688	68
16	Comprehensive Instits with Budgets $54.1 Million or More	$85,700	$75,000	$82,000	$90,000	$96,500	68
17	General Baccalaureate Instits with Budgets $6.5 Million or Less	$44,290	$36,341	$41,200	$46,410	$51,000	91
18	General Baccalaureate Instits with Budgets $6.6 - $10.7 Million	$53,000	$45,136	$50,455	$55,276	$62,196	92
19	General Baccalaureate Instits with Budgets $10.8 - $17.1 Million	$60,000	$50,432	$56,600	$63,500	$70,500	91
20	General Baccalaureate Instits with Budgets $17.2 Million or More	$68,400	$60,000	$65,000	$71,000	$79,500	95
21	2-Year Instits Academic Rank with Budgets $4.9 Million or Less	$42,000	$35,357	$41,000	$44,000	$51,228	80
22	2-Year Instits Academic Rank with Budgets $5.0 - $8.6 Million	$51,000	$45,760	$49,875	$52,620	$56,023	88
23	2-Year Instits Academic Rank with Budgets $8.7 - $14.8 Million	$55,511	$50,587	$53,173	$58,000	$62,186	79
24	2-Year Instits Academic Rank with Budgets $14.9 Million or More	$62,848	$56,033	$60,192	$65,715	$70,090	88

Table 34

Summary of All Reported Salaries By Institutional Type

POSITION TITLE: Chief Business Officer POSITION CODE: 301.00

POSITION DESCRIPTION: The senior administrative official responsible for the direction of business and financial affairs. Functions supervised typically include purchasing, physical plant management, property management, auxiliary enterprises, personnel services, investments, accounting, and related matters.

	TABLE INSTITUTIONAL TYPE	MED	20%	40%	60%	80%	CASES
1	All Institutions	$58,187	$44,346	$53,851	$63,000	$75,000	1034
2	Public Institutions	$60,001	$46,907	$55,500	$63,564	$75,254	587
3	Private Indenpendent Institutions	$62,500	$46,900	$58,000	$68,000	$81,100	227
4	Private Religious Institutions	$49,200	$36,700	$45,000	$53,000	$68,000	220
5	Doctoral Level Institutions	$87,700	$75,504	$86,000	$91,250	$103,300	94
6	Comprehensive Institutions	$68,500	$56,000	$65,399	$71,376	$81,000	235
7	General Baccalaureate Institutions	$53,000	$41,200	$49,500	$57,050	$66,603	329
8	2-Year Institutions with Academic Rank	$50,762	$39,756	$48,000	$54,380	$61,265	318
9	Doctoral Level Instits with Budgets $106.0 Million or Less	$75,504	$69,700	$74,300	$82,800	$91,250	26
10	Doctoral Level Instits with Budgets $106.1 - $192.5 Million	$84,000	$74,232	$82,500	$86,000	$103,300	22
11	Doctoral Level Instits with Budgets $192.6 - $295.7 Million	$89,000	$81,712	$87,445	$90,528	$100,000	22
12	Doctoral Level Instits with Budgets $295.8 Million or More	$99,775	$87,000	$96,840	$104,800	$122,500	24
13	Comprehensive Instits with Budgets $21.0 Million or Less	$55,000	$43,466	$52,018	$60,000	$70,720	66
14	Comprehensive Instits with Budgets $21.1 - $32.9 Million	$69,000	$60,000	$66,300	$70,455	$77,500	61
15	Comprehensive Instits with Budgets $33.0 - $54.0 Million	$68,569	$60,600	$65,399	$70,000	$79,008	58
16	Comprehensive Instits with Budgets $54.1 Million or More	$80,000	$67,308	$75,000	$84,405	$92,500	50
17	General Baccalaureate Instits with Budgets $6.5 Million or Less	$41,600	$33,150	$39,405	$43,512	$49,500	87
18	General Baccalaureate Instits with Budgets $6.6 - $10.7 Million	$49,500	$40,000	$47,012	$51,737	$59,000	83
19	General Baccalaureate Instits with Budgets $10.8 - $17.1 Million	$57,500	$50,800	$54,500	$60,000	$69,000	80
20	General Baccalaureate Instits with Budgets $17.2 Million or More	$67,575	$57,050	$64,800	$73,500	$79,900	79
21	2-Year Instits Academic Rank with Budgets $4.9 Million or Less	$38,652	$29,000	$35,251	$41,034	$48,792	77
22	2-Year Instits Academic Rank with Budgets $5.0 - $8.6 Million	$48,000	$40,352	$46,428	$50,493	$56,425	82
23	2-Year Instits Academic Rank with Budgets $8.7 - $14.8 Million	$53,000	$45,000	$50,600	$54,699	$59,580	80
24	2-Year Instits Academic Rank with Budgets $14.9 Million or More	$61,442	$54,048	$59,291	$63,500	$69,831	79

Table 35

Summary of All Reported Salaries By Institutional Type

POSITION TITLE: Chief Personnel/Human Resources Officer POSITION CODE: 306.00

POSITION DESCRIPTION: The senior administrative official responsible for administering institutional personnel policies and practices for staff and/or faculty. Functions typically include personnel records, benefits, staff employment, wage and salary administration, and, where applicable, labor relations.

TABLE	INSTITUTIONAL TYPE	MED	20%	40%	60%	80%	CASES
1	All Institutions	$44,000	$32,496	$40,700	$47,964	$58,290	645
2	Public Institutions	$47,700	$36,478	$44,000	$51,000	$60,000	394
3	Private Indenpendent Institutions	$41,000	$30,000	$37,250	$44,588	$54,236	159
4	Private Religious Institutions	$35,000	$25,318	$33,207	$38,200	$44,000	92
5	Doctoral Level Institutions	$61,100	$48,216	$56,023	$63,989	$75,923	111
6	Comprehensive Institutions	$44,321	$35,000	$41,942	$47,000	$54,236	203
7	General Baccalaureate Institutions	$33,600	$24,600	$30,250	$35,690	$42,000	152
8	2-Year Institutions with Academic Rank	$42,000	$32,355	$38,568	$43,922	$54,804	124
9	Doctoral Level Instits with Budgets $106.0 Million or Less	$47,637	$40,000	$45,507	$47,964	$63,300	27
10	Doctoral Level Instits with Budgets $106.1 - $192.5 Million	$59,100	$51,900	$58,716	$63,274	$66,629	28
11	Doctoral Level Instits with Budgets $192.6 - $295.7 Million	$63,450	$49,200	$56,300	$67,121	$78,841	31
12	Doctoral Level Instits with Budgets $295.8 Million or More	$73,178	$59,150	$69,463	$78,500	$94,500	25
13	Comprehensive Instits with Budgets $21.0 Million or Less	$30,000	$26,000	$28,682	$31,736	$35,823	25
14	Comprehensive Instits with Budgets $21.1 - $32.9 Million	$40,635	$33,708	$39,451	$42,000	$45,876	50
15	Comprehensive Instits with Budgets $33.0 - $54.0 Million	$43,923	$35,665	$43,000	$46,332	$52,300	60
16	Comprehensive Instits with Budgets $54.1 Million or More	$52,200	$45,820	$49,000	$55,000	$62,500	68
17	General Baccalaureate Instits with Budgets $6.5 Million or Less	$24,984	$17,510	$21,800	$26,000	$29,556	22
18	General Baccalaureate Instits with Budgets $6.6 - $10.7 Million	$27,500	$18,200	$25,000	$28,594	$34,750	27
19	General Baccalaureate Instits with Budgets $10.8 - $17.1 Million	$32,000	$24,000	$28,900	$34,000	$37,780	41
20	General Baccalaureate Instits with Budgets $17.2 Million or More	$39,530	$32,760	$38,220	$41,164	$45,900	62
21	2-Year Instits Academic Rank with Budgets $4.9 Million or Less	$26,134	$15,820	$25,000	$26,134	$35,149	9
22	2-Year Instits Academic Rank with Budgets $5.0 - $8.6 Million	$30,000	$22,773	$26,834	$35,368	$39,351	20
23	2-Year Instits Academic Rank with Budgets $8.7 - $14.8 Million	$38,591	$32,496	$36,741	$39,375	$50,618	37
24	2-Year Instits Academic Rank with Budgets $14.9 Million or More	$50,825	$42,068	$46,069	$53,784	$57,856	58

Table 36

Summary of All Reported Salaries By Institutional Type

POSITION TITLE: Chief Development Officer POSITION CODE: 401.00

POSITION DESCRIPTION: The senior administrative official responsible for institutional development programs. Incumbent typically leads the institutional fund-raising and, in the absence of an organizational co-equal specifically assigned to the function, public relations, alumni relations, and information office activities.

TABLE	INSTITUTIONAL TYPE	MED	20%	40%	60%	80%	CASES
1	All Institutions	$54,000	$40,000	$49,850	$58,415	$70,520	732
2	Public Institutions	$55,000	$41,000	$50,200	$60,000	$71,250	293
3	Private Indenpendent Institutions	$58,850	$42,500	$54,600	$63,064	$76,548	232
4	Private Religious Institutions	$48,000	$37,850	$44,100	$51,500	$61,905	207
5	Doctoral Level Institutions	$76,962	$64,500	$73,716	$80,639	$93,600	85
6	Comprehensive Institutions	$60,000	$47,530	$56,530	$63,915	$73,652	189
7	General Baccalaureate Institutions	$50,000	$39,000	$46,200	$53,500	$63,000	299
8	2-Year Institutions with Academic Rank	$41,221	$33,000	$38,000	$45,558	$52,641	117
9	Doctoral Level Instits with Budgets $106.0 Million or Less	$71,396	$60,000	$70,000	$73,980	$88,000	27
10	Doctoral Level Instits with Budgets $106.1 - $192.5 Million	$76,200	$62,000	$74,700	$79,502	$83,500	20
11	Doctoral Level Instits with Budgets $192.6 - $295.7 Million	$78,021	$62,392	$69,699	$80,172	$88,600	21
12	Doctoral Level Instits with Budgets $295.8 Million or More	$93,600	$70,941	$90,000	$94,575	$124,000	17
13	Comprehensive Instits with Budgets $21.0 Million or Less	$55,000	$40,000	$49,850	$57,346	$64,000	49
14	Comprehensive Instits with Budgets $21.1 - $32.9 Million	$60,346	$47,530	$55,536	$63,000	$72,531	45
15	Comprehensive Instits with Budgets $33.0 - $54.0 Million	$60,900	$48,500	$55,480	$63,000	$70,000	50
16	Comprehensive Instits with Budgets $54.1 Million or More	$68,250	$56,004	$63,915	$73,652	$81,130	45
17	General Baccalaureate Instits with Budgets $6.5 Million or Less	$40,000	$31,300	$35,000	$41,400	$48,000	70
18	General Baccalaureate Instits with Budgets $6.6 - $10.7 Million	$46,061	$39,140	$44,300	$49,440	$58,000	74
19	General Baccalaureate Instits with Budgets $10.8 - $17.1 Million	$52,536	$41,900	$50,425	$53,822	$64,000	75
20	General Baccalaureate Instits with Budgets $17.2 Million or More	$61,250	$49,093	$57,000	$65,000	$75,705	80
21	2-Year Instits Academic Rank with Budgets $4.9 Million or Less	$33,000	$28,000	$32,000	$33,800	$36,764	23
22	2-Year Instits Academic Rank with Budgets $5.0 - $8.6 Million	$39,900	$27,156	$35,000	$41,000	$49,300	27
23	2-Year Instits Academic Rank with Budgets $8.7 - $14.8 Million	$45,400	$33,600	$39,000	$46,428	$52,818	32
24	2-Year Instits Academic Rank with Budgets $14.9 Million or More	$49,524	$40,102	$46,051	$52,001	$59,336	35

Table 37

Summary of All Reported Salaries By Institutional Type

POSITION TITLE: Chief Student Affairs Officer POSITION CODE: 501.00

POSITION DESCRIPTION: The senior administrative official responsible for the direction of extra-curricular student life programs. Functions typically include student counseling and testing, student placement, student union relationships with student organizations, and related functions.

	TABLE INSTITUTIONAL TYPE	MED	20%	40%	60%	80%	CASES
1	All Institutions	$50,256	$38,675	$46,200	$54,193	$65,000	1096
2	Public Institutions	$55,120	$43,922	$51,559	$59,230	$68,000	606
3	Private Indenpendent Institutions	$47,750	$37,000	$44,000	$52,000	$62,400	263
4	Private Religious Institutions	$39,000	$29,840	$36,400	$42,000	$51,602	227
5	Doctoral Level Institutions	$75,000	$64,228	$71,478	$80,000	$89,000	112
6	Comprehensive Institutions	$59,076	$46,350	$54,548	$61,693	$68,900	268
7	General Baccalaureate Institutions	$42,000	$32,544	$39,600	$45,100	$53,600	361
8	2-Year Institutions with Academic Rank	$47,508	$39,000	$44,835	$50,000	$57,198	317
9	Doctoral Level Instits with Budgets $106.0 Million or Less	$68,069	$60,500	$62,600	$71,000	$78,000	28
10	Doctoral Level Instits with Budgets $106.1 - $192.5 Million	$71,700	$67,000	$69,800	$74,000	$82,000	30
11	Doctoral Level Instits with Budgets $192.6 - $295.7 Million	$77,100	$64,800	$72,500	$82,150	$89,000	28
12	Doctoral Level Instits with Budgets $295.8 Million or More	$86,400	$70,000	$82,029	$87,529	$97,250	26
13	Comprehensive Instits with Budgets $21.0 Million or Less	$45,000	$32,886	$42,000	$47,000	$54,000	66
14	Comprehensive Instits with Budgets $21.1 - $32.9 Million	$56,000	$50,000	$53,200	$59,136	$66,000	64
15	Comprehensive Instits with Budgets $33.0 - $54.0 Million	$60,427	$53,230	$59,000	$62,233	$67,380	70
16	Comprehensive Instits with Budgets $54.1 Million or More	$70,000	$60,900	$66,700	$73,000	$80,350	68
17	General Baccalaureate Instits with Budgets $6.5 Million or Less	$32,500	$27,000	$31,625	$33,810	$38,872	89
18	General Baccalaureate Instits with Budgets $6.6 - $10.7 Million	$39,436	$32,445	$37,125	$40,919	$44,520	86
19	General Baccalaureate Instits with Budgets $10.8 - $17.1 Million	$46,622	$39,000	$44,435	$49,875	$54,060	94
20	General Baccalaureate Instits with Budgets $17.2 Million or More	$53,350	$43,407	$51,299	$55,000	$61,850	92
21	2-Year Instits Academic Rank with Budgets $4.9 Million or Less	$40,000	$34,000	$37,934	$41,106	$47,568	69
22	2-Year Instits Academic Rank with Budgets $5.0 - $8.6 Million	$42,501	$36,948	$40,464	$45,055	$49,000	83
23	2-Year Instits Academic Rank with Budgets $8.7 - $14.8 Million	$48,900	$42,900	$47,928	$52,351	$56,991	84
24	2-Year Instits Academic Rank with Budgets $14.9 Million or More	$56,866	$49,500	$54,011	$58,938	$64,000	81

Table 38

DISTRIBUTION OF SALARIES
ALL INSTITUTIONS
Page 1

SALARY	101.00	101.10	102.00	102.10	103.00	201.00	201.10	202.00	203.00	203.10
$200,000 or More	1		10		1	1		2		
$198,000 - $199,999										
$196,000 - $197,999										
$194,000 - $195,999			1					1		
$192,000 - $193,999								1		
$190,000 - $191,999	2									
$188,000 - $189,999										
$186,000 - $187,999			1			1				
$184,000 - $185,999			2					2		
$182,000 - $183,999			2					1		
$180,000 - $181,999								1		
$178,000 - $179,999						1		1		
$176,000 - $177,999			3			1		1		
$174,000 - $175,999	1		4							
$172,000 - $173,999										
$170,000 - $171,999			1		1					
$168,000 - $169,999			1		1					
$166,000 - $167,999										
$164,000 - $165,999			3							
$162,000 - $163,999	1					1		1		
$160,000 - $161,999			1			1				
$158,000 - $159,999										
$156,000 - $157,999			3							
$154,000 - $155,999			2							
$152,000 - $153,999	1		1		1	2		1		
$150,000 - $151,999	2		5		1	2				
$148,000 - $149,999			2							
$146,000 - $147,999	2		2		3			2		
$144,000 - $145,999			1		1	3		1		
$142,000 - $143,999			3		2	1				
$140,000 - $141,999			5		2	2				
$138,000 - $139,999	1		1							
$136,000 - $137,999			5		1			2		
$134,000 - $135,999	4		9		2					
$132,000 - $133,999			1		1	2		2		
$130,000 - $131,999	1		12		1	2		2		
$128,000 - $129,999	2									
$126,000 - $127,999	1		8			1				
$124,000 - $125,999	1		7		1	5		1		
$122,000 - $123,999			11		1	2		1		
$120,000 - $121,999	3		17			4		1		
$118,000 - $119,999	1		8		2	3				
$116,000 - $117,999	1		6			3				
$114,000 - $115,999	5		17		2	6		1		
$112,000 - $113,999	3	1	6		1	2			1	
$110,000 - $111,999	3		24		1	6		1		
$108,000 - $109,999	5	1	7		1	5		2	1	
$106,000 - $107,999			13			3			1	
$104,000 - $105,999	2		22		1	6		1		
$102,000 - $103,999	1		12	1		6			1	
$100,000 - $101,999	3		24		5	14			1	
$ 98,000 - $ 99,999	6		18		3	5		1	2	
$ 96,000 - $ 97,999		1	14		2	14		1	1	
$ 94,000 - $ 95,999	10		25	1	2	7			3	
$ 92,000 - $ 93,999	1		19		7	12			5	
$ 90,000 - $ 91,999	5		39		3	14		1	3	
$ 88,000 - $ 89,999	3		25	3	5	15		1	1	
$ 86,000 - $ 87,999	1	1	23	1	6	18			1	
$ 84,000 - $ 85,999	3	3	58	3	7	19		3	5	
$ 82,000 - $ 83,999			37	2	9	26			3	
$ 80,000 - $ 81,999	3		50	2	4	28			5	
$ 78,000 - $ 79,999	2		38	2	3	23		3	11	
$ 76,000 - $ 77,999	1	2	42	4	4	14	2		10	
$ 74,000 - $ 75,999	5	3	53	3	5	39		1	6	
$ 72,000 - $ 73,999	5		40	5	4	31	1	1	10	
$ 70,000 - $ 71,999	3		37	4	9	48	1	2	11	
$ 68,000 - $ 69,999	2	1	42	5	10	33	1	1	9	
$ 66,000 - $ 67,999		6	35	7	6	35	2	2	13	
$ 64,000 - $ 65,999	2	8	30	12	9	55		2	16	
$ 62,000 - $ 63,999	2	6	33	12	4	53	1		27	1
$ 60,000 - $ 61,999	3	1	36	15	14	57	2	3	23	
$ 58,000 - $ 59,999	1	2	23	15	13	45		2	24	
$ 56,000 - $ 57,999		3	23	11	9	46	2	2	28	
$ 54,000 - $ 55,999	2	4	25	20	7	55	5	2	36	1
$ 52,000 - $ 53,999	1	2	10	14	7	53	5	4	28	3
$ 50,000 - $ 51,999	1	2	11	23	8	68	7	1	41	3
$ 48,000 - $ 49,999		1	13	11	3	31	9	1	29	1
$ 46,000 - $ 47,999		2	10	15	5	41	9	3	50	1
$ 44,000 - $ 45,999		5	8	25	3	26	8	2	40	10
$ 42,000 - $ 43,999		1	6	29	1	28	6	3	56	4
$ 40,000 - $ 41,999	1	3	2	28	6	38	11	2	59	5
$ 38,000 - $ 39,999		4	4	15	3	28	8		46	17
$ 36,000 - $ 37,999	1	1	3	21	3	12	9		51	18
$ 34,000 - $ 35,999		5	1	24	3	14	25	1	51	13
$ 32,000 - $ 33,999			1	27	2	11	8	2	61	28
$ 30,000 - $ 31,999			1	19		4	15	5	58	37
$ 28,000 - $ 29,999		1	3	25	3	6	13	1	51	34
$ 26,000 - $ 27,999		2	1	20		3	14		41	37
$ 24,000 - $ 25,999		1	1	17	2	3	13		38	45
$ 22,000 - $ 23,999				10			7		27	41
$ 20,000 - $ 21,999				16		3	5		14	29
$ 18,000 - $ 19,999				8		1	6	1	12	37
$ 16,000 - $ 17,999			2	4		1	3		3	27
$ 14,000 - $ 15,999				2			2		2	22
$ 12,000 - $ 13,999				1			1		2	13
$ 10,000 - $ 11,999				2			1		1	13
N	111	73	1105	484	223	1149	202	83	1019	440
MEAN SALARY	$ 99,589	$ 57,447	$ 85,706	$ 43,754	$ 74,704	$ 66,004	$ 36,732	$ 90,051	$ 44,411	$ 26,506

DISTRIBUTION OF SALARIES
ALL INSTITUTIONS
Page 2

SALARY	203.20	203.30	203.40	203.50	204.00	204.10	205.00	206.00	207.00	208.00
$200,000 or More										
$198,000 - $199,999										
$196,000 - $197,999										
$194,000 - $195,999										
$192,000 - $193,999										
$190,000 - $191,999										
$188,000 - $189,999										
$186,000 - $187,999										
$184,000 - $185,999										
$182,000 - $183,999										
$180,000 - $181,999										
$178,000 - $179,999										
$176,000 - $177,999										
$174,000 - $175,999										
$172,000 - $173,999										
$170,000 - $171,999										
$168,000 - $169,999										
$166,000 - $167,999										
$164,000 - $165,999										
$162,000 - $163,999										
$160,000 - $161,999										
$158,000 - $159,999										
$156,000 - $157,999										
$154,000 - $155,999										
$152,000 - $153,999										
$150,000 - $151,999										
$148,000 - $149,999										
$146,000 - $147,999										
$144,000 - $145,999										
$142,000 - $143,999										
$140,000 - $141,999										
$138,000 - $139,999										
$136,000 - $137,999										
$134,000 - $135,999										
$132,000 - $133,999										
$130,000 - $131,999										
$128,000 - $129,999										
$126,000 - $127,999										
$124,000 - $125,999										
$122,000 - $123,999										
$120,000 - $121,999										
$118,000 - $119,999										
$116,000 - $117,999										
$114,000 - $115,999										
$112,000 - $113,999										
$110,000 - $111,999										
$108,000 - $109,999										
$106,000 - $107,999										
$104,000 - $105,999										
$102,000 - $103,999										1
$100,000 - $101,999										1
$ 98,000 - $ 99,999									1	1
$ 96,000 - $ 97,999										
$ 94,000 - $ 95,999										
$ 92,000 - $ 93,999										2
$ 90,000 - $ 91,999										2
$ 88,000 - $ 89,999								1		
$ 86,000 - $ 87,999			1		1			1		3
$ 84,000 - $ 85,999					2				1	3
$ 82,000 - $ 83,999								2	1	
$ 80,000 - $ 81,999					3				1	
$ 78,000 - $ 79,999		1				1			2	3
$ 76,000 - $ 77,999					3		3			2
$ 74,000 - $ 75,999					4		1	1		5
$ 72,000 - $ 73,999		1	1		2	1	2		3	3
$ 70,000 - $ 71,999			1		2		2	1	4	8
$ 68,000 - $ 69,999			1		4		1	1	5	4
$ 66,000 - $ 67,999		1			6	2	1	4	3	6
$ 64,000 - $ 65,999					6		3	3		6
$ 62,000 - $ 63,999	1	1	1		13		3	6	3	6
$ 60,000 - $ 61,999	3	2	2		12		2	4	6	5
$ 58,000 - $ 59,999	1	4	7	1	14	1	1	4	4	9
$ 56,000 - $ 57,999		3	3	2	20		10	11	3	10
$ 54,000 - $ 55,999	1	4	2	1	15	5	6	10	4	7
$ 52,000 - $ 53,999	2	7	4	3	32	2	6	6	4	18
$ 50,000 - $ 51,999	1	11	4	3	19	3	13	11	3	10
$ 48,000 - $ 49,999	6	12	10	9	22	3	12	14	10	18
$ 46,000 - $ 47,999	3	10	12	1	24	2	14	14	11	17
$ 44,000 - $ 45,999	8	12	13	14	25	3	18	17	11	23
$ 42,000 - $ 43,999	11	14	14	15	26	9	15	18	8	30
$ 40,000 - $ 41,999	16	15	19	18	38	6	23	30	5	19
$ 38,000 - $ 39,999	26	29	20	19	25	7	20	23	11	20
$ 36,000 - $ 37,999	28	23	18	32	30	12	23	22	4	23
$ 34,000 - $ 35,999	36	35	15	27	32	8	22	16	6	12
$ 32,000 - $ 33,999	24	33	25	43	27	9	35	23	3	18
$ 30,000 - $ 31,999	38	50	28	50	25	5	27	26	13	8
$ 28,000 - $ 29,999	34	39	33	52	21	4	38	24	5	12
$ 26,000 - $ 27,999	46	58	22	67	8	5	22	31	8	17
$ 24,000 - $ 25,999	37	43	24	72	7	7	36	15	6	11
$ 22,000 - $ 23,999	30	46	22	57	7	4	26	19	6	13
$ 20,000 - $ 21,999	22	39	24	50	6	5	27	19	1	7
$ 18,000 - $ 19,999	18	35	19	49	5	3	17	16		3
$ 16,000 - $ 17,999	14	16	7	12	3	2	19	2	1	3
$ 14,000 - $ 15,999	9	9	1	7	1	2	10	3	1	2
$ 12,000 - $ 13,999	6	4	4	3	1		2	3		
$ 10,000 - $ 11,999	12	5	2	2						
N	435	562	359	609	491	111	460	401	158	371
MEAN SALARY	$ 29,981	$ 30,999	$ 33,366	$ 28,921	$ 44,195	$ 36,751	$ 34,297	$ 37,471	$ 45,098	$ 45,139

DISTRIBUTION OF SALARIES
ALL INSTITUTIONS
Page 3

SALARY	208.10	209.00	210.00	211.00	212.00	213.00	214.00	215.00	216.00	217.00
$200,000 or More										
$198,000 - $199,999										
$196,000 - $197,999										
$194,000 - $195,999										
$192,000 - $193,999										
$190,000 - $191,999										
$188,000 - $189,999										
$186,000 - $187,999										
$184,000 - $185,999										
$182,000 - $183,999										
$180,000 - $181,999										
$178,000 - $179,999										
$176,000 - $177,999										
$174,000 - $175,999							1			
$172,000 - $173,999										
$170,000 - $171,999										
$168,000 - $169,999										
$166,000 - $167,999										
$164,000 - $165,999							1			
$162,000 - $163,999										
$160,000 - $161,999										
$158,000 - $159,999										
$156,000 - $157,999										
$154,000 - $155,999										
$152,000 - $153,999										
$150,000 - $151,999				1		1				
$148,000 - $149,999										
$146,000 - $147,999										1
$144,000 - $145,999					1	1	1			
$142,000 - $143,999							1			1
$140,000 - $141,999							2			2
$138,000 - $139,999										
$136,000 - $137,999							1			1
$134,000 - $135,999							1			
$132,000 - $133,999							2			
$130,000 - $131,999						1	1			
$128,000 - $129,999							1			2
$126,000 - $127,999							3			
$124,000 - $125,999						3	1			1
$122,000 - $123,999				1				1		
$120,000 - $121,999						2	2		1	
$118,000 - $119,999										
$116,000 - $117,999							2			1
$114,000 - $115,999					2	1	2			1
$112,000 - $113,999				1		1	2			1
$110,000 - $111,999			1	1			1			2
$108,000 - $109,999						1	3			2
$106,000 - $107,999				1	1		1			2
$104,000 - $105,999				2			2		1	6
$102,000 - $103,999			2	3	1	3	5		1	1
$100,000 - $101,999		1	1	2		1	7		1	
$ 98,000 - $ 99,999			1	2		3	4	2		
$ 96,000 - $ 97,999			2	1		3	2	1		1
$ 94,000 - $ 95,999		2	2	1		5	3			2
$ 92,000 - $ 93,999			3	4	2	3	6	2		1
$ 90,000 - $ 91,999		1	3	2	2	6	3	1		
$ 88,000 - $ 89,999				1		6	7	2	3	2
$ 86,000 - $ 87,999			1	4		4	13		2	1
$ 84,000 - $ 85,999		3	2		1	5	12	3	1	2
$ 82,000 - $ 83,999	1	5	2	4	1	9	8	2	2	
$ 80,000 - $ 81,999		2	4	1	1	8	15	1	3	1
$ 78,000 - $ 79,999	1	3	1	2	2	8	8		7	
$ 76,000 - $ 77,999		3	3	1	1	6	12	2	8	2
$ 74,000 - $ 75,999		6	1	4	5	14	17	2	2	
$ 72,000 - $ 73,999	1	3	4	1	4	10	15	1	14	
$ 70,000 - $ 71,999	3	4	8	2	1	10	20	1	9	1
$ 68,000 - $ 69,999	3	4		1	2	11	11	3	7	1
$ 66,000 - $ 67,999	1	6	1	1	4	9	28	5	6	
$ 64,000 - $ 65,999	2	6	1	2	6	20	16	2	14	1
$ 62,000 - $ 63,999	1	4	1	1	4	13	16		15	1
$ 60,000 - $ 61,999	3	9		1	3	19	18	1	19	
$ 58,000 - $ 59,999	2	11		1	2	13	15	3	18	
$ 56,000 - $ 57,999	6	7	2	1	5	18	20	5	13	1
$ 54,000 - $ 55,999	1	17		1	3	15	16	3	20	
$ 52,000 - $ 53,999	6	25	1	1	11	17	16	2	24	1
$ 50,000 - $ 51,999	5	12		3	4	12	17		28	1
$ 48,000 - $ 49,999	11	16		2	3	13	27	9	27	
$ 46,000 - $ 47,999	5	15	1	3	8	13	17	6	19	1
$ 44,000 - $ 45,999	7	19	2	2	6	15	30	2	34	1
$ 42,000 - $ 43,999	8	19		1	2	14	16	3	44	1
$ 40,000 - $ 41,999	8	24		1	3	6	26		26	
$ 38,000 - $ 39,999	9	15	1	2	4	8	14	1	25	
$ 36,000 - $ 37,999	10	22			3	7	7	5	28	
$ 34,000 - $ 35,999	10	17		2		7	17	3	24	
$ 32,000 - $ 33,999	11	17	1	1		3	4	4	17	
$ 30,000 - $ 31,999	8	23			1	1	6		19	
$ 28,000 - $ 29,999	7	21	1	1		3	11	1	6	1
$ 26,000 - $ 27,999	8	17			1	1	3	2	8	
$ 24,000 - $ 25,999	6	13					5	1	5	
$ 22,000 - $ 23,999	12	11				1	4		5	
$ 20,000 - $ 21,999	6	9			1				3	
$ 18,000 - $ 19,999	6	3		1	1				2	
$ 16,000 - $ 17,999		1							2	
$ 14,000 - $ 15,999	1	3						1	1	
$ 12,000 - $ 13,999										
$ 10,000 - $ 11,999										
N	169	399	53	71	102	354	548	83	514	47
MEAN SALARY	$ 39,728	$ 44,430	$ 76,145	$ 74,141	$ 60,050	$ 63,722	$ 63,322	$ 57,860	$ 49,162	$ 94,985

DISTRIBUTION OF SALARIES
ALL INSTITUTIONS
Page 4

SALARY	218.00	219.00	221.00	222.00	223.00	224.00	225.00	226.00	227.00	228.00
$200,000 or More										
$198,000 - $199,999										
$196,000 - $197,999										
$194,000 - $195,999										
$192,000 - $193,999										
$190,000 - $191,999										
$188,000 - $189,999										
$186,000 - $187,999										
$184,000 - $185,999										
$182,000 - $183,999										
$180,000 - $181,999										
$178,000 - $179,999										
$176,000 - $177,999										
$174,000 - $175,999										
$172,000 - $173,999										
$170,000 - $171,999										
$168,000 - $169,999										
$166,000 - $167,999										
$164,000 - $165,999										
$162,000 - $163,999										1
$160,000 - $161,999										
$158,000 - $159,999										
$156,000 - $157,999		1								1
$154,000 - $155,999										1
$152,000 - $153,999		1								
$150,000 - $151,999		1								
$148,000 - $149,999										
$146,000 - $147,999										2
$144,000 - $145,999										
$142,000 - $143,999					1					
$140,000 - $141,999					1					2
$138,000 - $139,999										
$136,000 - $137,999		1								
$134,000 - $135,999		2								2
$132,000 - $133,999		1								2
$130,000 - $131,999		2								4
$128,000 - $129,999		1								1
$126,000 - $127,999					1					
$124,000 - $125,999		2								2
$122,000 - $123,999										2
$120,000 - $121,999										6
$118,000 - $119,999	1	1			1					1
$116,000 - $117,999		2		1	1					4
$114,000 - $115,999		4			1			1		5
$112,000 - $113,999		1								5
$110,000 - $111,999		2			1					3
$108,000 - $109,999		4			1					4
$106,000 - $107,999		2			1					1
$104,000 - $105,999		7	1		3					3
$102,000 - $103,999	4	4	1		3	1	1	1		4
$100,000 - $101,999	1	2			3	1				5
$ 98,000 - $ 99,999	2	3	1		5	1				5
$ 96,000 - $ 97,999	1	6		1	3	2		1		3
$ 94,000 - $ 95,999	3	8	1		5	1	1	1		4
$ 92,000 - $ 93,999	4	5		1	3	3		3		2
$ 90,000 - $ 91,999	3	7	1	3	1	3	2	1		4
$ 88,000 - $ 89,999	1	4		1	2	1	3	1		4
$ 86,000 - $ 87,999	9	2	1	2	6			2		4
$ 84,000 - $ 85,999	10	10	4	2	4	1	3			5
$ 82,000 - $ 83,999	3	4	5	1	10	1		1		1
$ 80,000 - $ 81,999	6	10		7	8	7	1			1
$ 78,000 - $ 79,999	10	3	2		7	3	2	2	1	2
$ 76,000 - $ 77,999	6	8		2	6	2	2			2
$ 74,000 - $ 75,999	20	11	1	4	10	8	2	3	1	
$ 72,000 - $ 73,999	16	4	3	4	12	9		5		2
$ 70,000 - $ 71,999	4	3	1	4	10	2	2	1	1	3
$ 68,000 - $ 69,999	7	2	2	1	7	1	2	3		
$ 66,000 - $ 67,999	16	2	1	6	18	4	2	1		
$ 64,000 - $ 65,999	17	8	2	6	14	9	1	3	1	
$ 62,000 - $ 63,999	20	6	4	9	11	11	2	5		
$ 60,000 - $ 61,999	17	4	1	8	22	5		4	2	2
$ 58,000 - $ 59,999	15	1	2	2	9	6		3	1	1
$ 56,000 - $ 57,999	17	7	3	4	11	12	1	5	5	
$ 54,000 - $ 55,999	11	5	1	7	15	11	1	7	4	
$ 52,000 - $ 53,999	11	8	8	10	15	10	6	7	6	2
$ 50,000 - $ 51,999	16	6	2	14	17	5	2	10	3	1
$ 48,000 - $ 49,999	13	4	3	3	11	13	1	8	4	1
$ 46,000 - $ 47,999	16	6	1	7	9	8	1	9	3	
$ 44,000 - $ 45,999	5	4	2	4	11	11		9	3	
$ 42,000 - $ 43,999	9	10	6	4	7	12	2	14	4	1
$ 40,000 - $ 41,999		6	1	9	10	9	1	7	1	1
$ 38,000 - $ 39,999		4	4	3	7	5	1	7	1	
$ 36,000 - $ 37,999	4	1	5	1	7	8	1	9	2	1
$ 34,000 - $ 35,999	8	3	2	8	8	5		7		
$ 32,000 - $ 33,999	5	1	2	5	4	4		4		
$ 30,000 - $ 31,999	5			2	2	2	1	6		1
$ 28,000 - $ 29,999	4	1	3	3	2	1	1	6		
$ 26,000 - $ 27,999	6	2	3	2	1	1	1	3		
$ 24,000 - $ 25,999	4		3		2	2		5		
$ 22,000 - $ 23,999				1	2			1		
$ 20,000 - $ 21,999	1					2				
$ 18,000 - $ 19,999		1	1			1	1	2		
$ 16,000 - $ 17,999										
$ 14,000 - $ 15,999	1							1		
$ 12,000 - $ 13,999										
$ 10,000 - $ 11,999										1
N	348	221	84	152	332	204	47	169	43	115
MEAN SALARY	$ 60,610	$ 76,287	$ 55,877	$ 56,477	$ 63,523	$ 56,441	$ 63,466	$ 49,864	$ 52,167	$ 99,924

DISTRIBUTION OF SALARIES
ALL INSTITUTIONS
Page 5

SALARY	229.00	230.00	231.00	232.00	233.00	234.00	235.00	236.00	237.00	238.00
$200,000 or More			6							
$198,000 - $199,999			2							
$196,000 - $197,999			1							
$194,000 - $195,999										
$192,000 - $193,999								1		
$190,000 - $191,999										
$188,000 - $189,999										
$186,000 - $187,999										
$184,000 - $185,999			3							
$182,000 - $183,999			1							
$180,000 - $181,999										
$178,000 - $179,999										
$176,000 - $177,999			2							
$174,000 - $175,999										
$172,000 - $173,999										
$170,000 - $171,999										
$168,000 - $169,999			1							
$166,000 - $167,999										
$164,000 - $165,999			2							
$162,000 - $163,999			1							
$160,000 - $161,999			2					1		
$158,000 - $159,999			3							
$156,000 - $157,999			2							
$154,000 - $155,999			1							
$152,000 - $153,999			1							
$150,000 - $151,999			4							
$148,000 - $149,999										
$146,000 - $147,999			1							
$144,000 - $145,999										
$142,000 - $143,999			1							
$140,000 - $141,999			2						1	
$138,000 - $139,999										
$136,000 - $137,999										
$134,000 - $135,999										
$132,000 - $133,999										
$130,000 - $131,999			1				1			
$128,000 - $129,999				1						
$126,000 - $127,999								1	1	
$124,000 - $125,999			1	1	1					
$122,000 - $123,999			3							
$120,000 - $121,999				1						
$118,000 - $119,999			2		1			1		1
$116,000 - $117,999								2	1	
$114,000 - $115,999			3				1			
$112,000 - $113,999			2		1			1	1	
$110,000 - $111,999	1	1								
$108,000 - $109,999			1				1		1	
$106,000 - $107,999		1	1		1		1			
$104,000 - $105,999			2				2		2	2
$102,000 - $103,999			1		2			1	2	1
$100,000 - $101,999	2		1		1		2		1	2
$ 98,000 - $ 99,999	1		2	1	2		1			1
$ 96,000 - $ 97,999			1		3		3		3	1
$ 94,000 - $ 95,999			1	2			3	1	4	2
$ 92,000 - $ 93,999				1	5		1		2	
$ 90,000 - $ 91,999	1		2		1		3		1	4
$ 88,000 - $ 89,999	1	1		1	3		3			
$ 86,000 - $ 87,999				3	4		2		1	1
$ 84,000 - $ 85,999		2	1		3				3	2
$ 82,000 - $ 83,999	2			2	7	2	1		2	
$ 80,000 - $ 81,999	1				4	1	2		1	1
$ 78,000 - $ 79,999	1	1			6	3	2	1	5	
$ 76,000 - $ 77,999	1			1	3				5	4
$ 74,000 - $ 75,999	2		1	3	8	1	6		6	1
$ 72,000 - $ 73,999	3			1	5	3		1	4	1
$ 70,000 - $ 71,999	3				2	1	2			1
$ 68,000 - $ 69,999	2		1	2	8	3	3		1	3
$ 66,000 - $ 67,999	1	1		3	10	6			1	3
$ 64,000 - $ 65,999	3	4		1	7	6	2		6	4
$ 62,000 - $ 63,999	2	3		4	9	1	2		4	7
$ 60,000 - $ 61,999	3	4		1	10	6	1		8	3
$ 58,000 - $ 59,999	4	3		4	5	9		1	14	5
$ 56,000 - $ 57,999	3	4		3	5	10		1	15	6
$ 54,000 - $ 55,999	1	2		2	2	16	1		5	5
$ 52,000 - $ 53,999	6	7	2	2	9	13	2	1	10	10
$ 50,000 - $ 51,999	3	5		3	11	14			8	7
$ 48,000 - $ 49,999	4	10	1	1	12	18	1		16	11
$ 46,000 - $ 47,999	1	5		1	10	10			13	7
$ 44,000 - $ 45,999	1	5		5	8	18			11	13
$ 42,000 - $ 43,999	1	8		3	10	16			10	9
$ 40,000 - $ 41,999	2	5		2	15	9			10	10
$ 38,000 - $ 39,999		4		2	15	5			4	8
$ 36,000 - $ 37,999		5			13	12			8	7
$ 34,000 - $ 35,999		5		3	4	4		1	7	8
$ 32,000 - $ 33,999	1	7			4	1		1	7	10
$ 30,000 - $ 31,999		1		1	2	2			4	2
$ 28,000 - $ 29,999		1		1	7			1	3	7
$ 26,000 - $ 27,999		2		1	5	1			6	4
$ 24,000 - $ 25,999		1		2		1			1	5
$ 22,000 - $ 23,999		1		3	1				2	3
$ 20,000 - $ 21,999										
$ 18,000 - $ 19,999					1	1			1	
$ 16,000 - $ 17,999				1						
$ 14,000 - $ 15,999		1		1					1	1
$ 12,000 - $ 13,999						1				
$ 10,000 - $ 11,999					1					
N	57	100	66	70	247	193	49	17	223	183
MEAN SALARY	$ 64,242	$ 48,808	$140,856	$ 58,351	$ 57,585	$ 50,539	$ 83,401	$ 91,908	$ 55,893	$ 51,069

DISTRIBUTION OF SALARIES
ALL INSTITUTIONS
Page 6

SALARY	239.00	240.00	241.00	242.00	301.00	301.01	301.02	301.10	301.20	302.00
$200,000 or More					1					
$198,000 - $199,999										
$196,000 - $197,999										
$194,000 - $195,999										
$192,000 - $193,999										
$190,000 - $191,999										
$188,000 - $189,999										
$186,000 - $187,999										
$184,000 - $185,999										
$182,000 - $183,999										
$180,000 - $181,999										
$178,000 - $179,999										
$176,000 - $177,999										
$174,000 - $175,999										
$172,000 - $173,999										
$170,000 - $171,999										
$168,000 - $169,999										
$166,000 - $167,999										
$164,000 - $165,999										
$162,000 - $163,999					1					
$160,000 - $161,999										
$158,000 - $159,999										
$156,000 - $157,999										
$154,000 - $155,999					1					
$152,000 - $153,999										
$150,000 - $151,999					1		1			
$148,000 - $149,999								1		
$146,000 - $147,999										
$144,000 - $145,999										
$142,000 - $143,999					1					
$140,000 - $141,999										
$138,000 - $139,999										
$136,000 - $137,999										
$134,000 - $135,999					2					
$132,000 - $133,999							1			
$130,000 - $131,999				1	1					
$128,000 - $129,999					1		2			
$126,000 - $127,999					1					1
$124,000 - $125,999						1				
$122,000 - $123,999					2					1
$120,000 - $121,999	1			1	1	1				
$118,000 - $119,999										
$116,000 - $117,999	1				1					
$114,000 - $115,999				3	4	1				
$112,000 - $113,999					3					
$110,000 - $111,999					3	1	1			
$108,000 - $109,999					2					
$106,000 - $107,999					1					
$104,000 - $105,999					4		2			
$102,000 - $103,999				1	3	2	1			
$100,000 - $101,999	1		1	1	8	2	2	1		1
$ 98,000 - $ 99,999			1	1	4	1				1
$ 96,000 - $ 97,999	2			2	4	2	1			
$ 94,000 - $ 95,999	1				10	1	3			3
$ 92,000 - $ 93,999	2		1	2	7		3			
$ 90,000 - $ 91,999			2	2	8	1	4	1		2
$ 88,000 - $ 89,999	1				13		2		1	2
$ 86,000 - $ 87,999	2			1	18		3			4
$ 84,000 - $ 85,999	3	1	1	1	22	5	2			1
$ 82,000 - $ 83,999	4			1	15	4	3			1
$ 80,000 - $ 81,999	4	1	2	2	19	5	6		2	2
$ 78,000 - $ 79,999	4	1	1	1	18	3	2			3
$ 76,000 - $ 77,999	1		1	1	18	4	8	1	1	3
$ 74,000 - $ 75,999	2	2	4		35	6	3	1	2	3
$ 72,000 - $ 73,999		1	2		27	4	4	2	3	3
$ 70,000 - $ 71,999	1		3		28	2	2		3	2
$ 68,000 - $ 69,999	2	1	2		39	7	4	4	4	4
$ 66,000 - $ 67,999	1	2	3		36	6	8	4	5	5
$ 64,000 - $ 65,999	4	2	5		29	7	10	1	1	8
$ 62,000 - $ 63,999	5		2		57	7	10	6	4	5
$ 60,000 - $ 61,999	3	5	2		37	7	10	1	6	10
$ 58,000 - $ 59,999	2	2	3		41	7	6	5	4	13
$ 56,000 - $ 57,999	1		2		38	6	15	2	11	6
$ 54,000 - $ 55,999	1	3	2		54	5	6	6	11	6
$ 52,000 - $ 53,999	1	5	3	1	47	5	17	5	4	10
$ 50,000 - $ 51,999		4	5		50	6	1	5	9	10
$ 48,000 - $ 49,999		8	6		41	5	-	5	13	12
$ 46,000 - $ 47,999	1	3	3		36	9	14	5	5	5
$ 44,000 - $ 45,999	3	5	6		41	6	8	4	13	6
$ 42,000 - $ 43,999		7	5		31	5	11	5	14	6
$ 40,000 - $ 41,999	1	8	3	1	28	5	9	9	7	8
$ 38,000 - $ 39,999		7	2		33	2	7	8	17	5
$ 36,000 - $ 37,999	1	5	2		19	3	10	8	13	3
$ 34,000 - $ 35,999	3	8	1		24	2	4	18	14	6
$ 32,000 - $ 33,999		8	3		16	3	5	11	16	3
$ 30,000 - $ 31,999	1	-	2		16	2	8	10	12	2
$ 28,000 - $ 29,999		2			7		4	8	16	1
$ 26,000 - $ 27,999		2	2		9		3	4	4	1
$ 24,000 - $ 25,999					9	2	4	4	10	
$ 22,000 - $ 23,999	1				1		2	5	6	1
$ 20,000 - $ 21,999			1		6	1	2	3	6	
$ 18,000 - $ 19,999					1		1	2	6	1
$ 16,000 - $ 17,999		1					1		1	
$ 14,000 - $ 15,999					1				4	1
$ 12,000 - $ 13,999								1	2	
$ 10,000 - $ 11,999								1		
N	61	100	84	23	1035	154	259	157	250	171
MEAN SALARY	$ 69,891	$ 45,531	$ 56,035	$ 92,332	$ 60,920	$ 62,158	$ 56,959	$ 43,163	$ 41,907	$ 57,420

DISTRIBUTION OF SALARIES
ALL INSTITUTIONS
Page 7

SALARY	303.00	303.10	304.00	305.00	305.10	306.00	306.10	306.20	306.30	306.40
$200,000 or More										
$198,000 - $199,999										
$196,000 - $197,999										
$194,000 - $195,999										
$192,000 - $193,999										
$190,000 - $191,999										
$188,000 - $189,999										
$186,000 - $187,999										
$184,000 - $185,999										
$182,000 - $183,999										
$180,000 - $181,999										
$178,000 - $179,999										
$176,000 - $177,999										
$174,000 - $175,999										
$172,000 - $173,999										
$170,000 - $171,999										
$168,000 - $169,999										
$166,000 - $167,999										
$164,000 - $165,999										
$162,000 - $163,999										
$160,000 - $161,999										
$158,000 - $159,999										
$156,000 - $157,999										
$154,000 - $155,999										
$152,000 - $153,999										
$150,000 - $151,999				1						
$148,000 - $149,999										
$146,000 - $147,999										
$144,000 - $145,999				1						
$142,000 - $143,999				1						
$140,000 - $141,999					1					
$138,000 - $139,999										
$136,000 - $137,999										
$134,000 - $135,999										
$132,000 - $133,999										
$130,000 - $131,999										
$128,000 - $129,999										
$126,000 - $127,999										
$124,000 - $125,999										
$122,000 - $123,999			1	2						
$120,000 - $121,999						1				
$118,000 - $119,999				1						
$116,000 - $117,999										
$114,000 - $115,999										
$112,000 - $113,999										
$110,000 - $111,999				2		1				
$108,000 - $109,999										
$106,000 - $107,999										
$104,000 - $105,999				1	2					
$102,000 - $103,999				2						
$100,000 - $101,999			2			1				
$ 98,000 - $ 99,999	1		1	1						
$ 96,000 - $ 97,999			2			3				
$ 94,000 - $ 95,999	1					3				
$ 92,000 - $ 93,999	1		1	1		2				
$ 90,000 - $ 91,999			1	1		2				
$ 88,000 - $ 89,999	2		1	2						
$ 86,000 - $ 87,999	1		1	2	1	3				
$ 84,000 - $ 85,999	2		1	5		3				
$ 82,000 - $ 83,999	2			3		3				
$ 80,000 - $ 81,999			2	8		3				
$ 78,000 - $ 79,999	2	1	2	4		5	1			
$ 76,000 - $ 77,999	5	3	2	3	1	4		1		
$ 74,000 - $ 75,999	3	2	5	6		7				1
$ 72,000 - $ 73,999	2		1	8		9	1			
$ 70,000 - $ 71,999	8	1	2	6	1	6	1	1		1
$ 68,000 - $ 69,999	10	2	1	7		13	1			
$ 66,000 - $ 67,999	6		5	2	1	13	1	1		1
$ 64,000 - $ 65,999	9		1	9	1	7	1	1		1
$ 62,000 - $ 63,999	5	2	4	10	2	19	5	1		
$ 60,000 - $ 61,999	9	3	3	8	2	9	4	1		
$ 58,000 - $ 59,999	12	2	3	11	5	14	3			
$ 56,000 - $ 57,999	13	4	1	5	10	22	1	3	1	
$ 54,000 - $ 55,999	11	5	4	6	4	23	4		2	2
$ 52,000 - $ 53,999	19	8	2	4	1	32	7	3	3	1
$ 50,000 - $ 51,999	23	6	1	8	3	23	5	2	2	
$ 48,000 - $ 49,999	22	7	4	11	2	27	13	3	5	6
$ 46,000 - $ 47,999	13	7	4	3	1	31	10	8	3	3
$ 44,000 - $ 45,999	21	9	5	2	5	34	16	9	4	3
$ 42,000 - $ 43,999	21	6	4	3	6	42	14	9	4	2
$ 40,000 - $ 41,999	19	7	2	2	7	39	4	10	13	6
$ 38,000 - $ 39,999	13	6	3	2	3	30	12	14	6	3
$ 36,000 - $ 37,999	23	10	2	2	5	27	16	9	6	4
$ 34,000 - $ 35,999	6	17	2	3	1	37	14	14	8	9
$ 32,000 - $ 33,999	11	6	2	1	1	32	24	16	15	7
$ 30,000 - $ 31,999	7	7	1	3	3	21	22	20	12	4
$ 28,000 - $ 29,999	9	9		3	1	15	14	22	12	1
$ 26,000 - $ 27,999	1	6		1		25	16	33	15	4
$ 24,000 - $ 25,999	6	5			2	17	11	20	7	3
$ 22,000 - $ 23,999	4	8				10	19	26	4	1
$ 20,000 - $ 21,999	2	2				9	11	21	2	
$ 18,000 - $ 19,999	1	3				6	2	12		2
$ 16,000 - $ 17,999	1					3	4	5	1	2
$ 14,000 - $ 15,999				1		6	2	5		
$ 12,000 - $ 13,999				1		3		2		
$ 10,000 - $ 11,999										
N	327	154	79	169	72	645	259	272	125	69
MEAN SALARY	$ 49,449	$ 41,439	$ 61,407	$ 65,016	$ 51,471	$ 46,253	$ 36,973	$ 31,424	$ 35,015	$ 37,964

DISTRIBUTION OF SALARIES
ALL INSTITUTIONS
Page 8

SALARY	306.50	306.60	306.70	306.80	307.00	307.10	308.00	309.00	309.10	309.20
$200,000 or More										
$198,000 - $199,999										
$196,000 - $197,999										
$194,000 - $195,999										
$192,000 - $193,999										
$190,000 - $191,999										
$188,000 - $189,999										
$186,000 - $187,999										
$184,000 - $185,999										
$182,000 - $183,999										
$180,000 - $181,999										
$178,000 - $179,999										
$176,000 - $177,999										
$174,000 - $175,999										
$172,000 - $173,999										
$170,000 - $171,999										
$168,000 - $169,999										
$166,000 - $167,999										
$164,000 - $165,999										
$162,000 - $163,999										
$160,000 - $161,999										
$158,000 - $159,999										
$156,000 - $157,999										
$154,000 - $155,999										
$152,000 - $153,999										
$150,000 - $151,999										
$148,000 - $149,999										
$146,000 - $147,999										
$144,000 - $145,999										
$142,000 - $143,999										
$140,000 - $141,999										
$138,000 - $139,999										
$136,000 - $137,999								1		
$134,000 - $135,999										
$132,000 - $133,999										
$130,000 - $131,999										
$128,000 - $129,999										
$126,000 - $127,999										
$124,000 - $125,999										
$122,000 - $123,999										
$120,000 - $121,999										
$118,000 - $119,999										
$116,000 - $117,999										
$114,000 - $115,999										
$112,000 - $113,999										
$110,000 - $111,999										
$108,000 - $109,999										
$106,000 - $107,999										
$104,000 - $105,999										
$102,000 - $103,999										
$100,000 - $101,999								1		
$ 98,000 - $ 99,999										
$ 96,000 - $ 97,999									1	
$ 94,000 - $ 95,999										
$ 92,000 - $ 93,999										
$ 90,000 - $ 91,999								1		
$ 88,000 - $ 89,999					1			3		
$ 86,000 - $ 87,999								2		
$ 84,000 - $ 85,999	2				1		1	4		
$ 82,000 - $ 83,999								6		
$ 80,000 - $ 81,999	1									
$ 78,000 - $ 79,999							1	3		
$ 76,000 - $ 77,999			1		2			5	1	
$ 74,000 - $ 75,999					2			11		
$ 72,000 - $ 73,999					3			5	1	
$ 70,000 - $ 71,999	1				2			6	2	
$ 68,000 - $ 69,999					2		1	8	3	
$ 66,000 - $ 67,999					3		1	9	2	1
$ 64,000 - $ 65,999				1	10			20	1	
$ 62,000 - $ 63,999	1			1	5			17	3	1
$ 60,000 - $ 61,999	1	1		1	6			29	5	1
$ 58,000 - $ 59,999	2		2	2	6		3	23	4	2
$ 56,000 - $ 57,999	2	2	1	1	4		3	20	7	4
$ 54,000 - $ 55,999	5	1	1	4	5	3	8	29	5	1
$ 52,000 - $ 53,999	1	1	3		6		3	28	13	4
$ 50,000 - $ 51,999	2	2	1		10		7	26	4	6
$ 48,000 - $ 49,999	5	3	5	1	13	1	9	28	10	10
$ 46,000 - $ 47,999	2	4	5	5	21		6	27	12	16
$ 44,000 - $ 45,999	1	6	5	2	20	5	11	37	11	3
$ 42,000 - $ 43,999	6	9	9	9	17	2	12	30	5	18
$ 40,000 - $ 41,999	6	12	5	3	19	3	9	30	12	10
$ 38,000 - $ 39,999	5	9	9	4	23	3	13	32	10	17
$ 36,000 - $ 37,999	4	11	11	6	12	5	9	41	19	16
$ 34,000 - $ 35,999		8	15	5	16	1	13	25	13	13
$ 32,000 - $ 33,999	1	10	16	5	17	7	23	27	14	15
$ 30,000 - $ 31,999		10	16	6	11	10	15	29	7	12
$ 28,000 - $ 29,999	1	31	14	3	9	3	8	18	5	5
$ 26,000 - $ 27,999		21	7	8	9	5	11	14	11	6
$ 24,000 - $ 25,999		17	17	6	6	4	7	10	11	7
$ 22,000 - $ 23,999		21	7	5		4	6	8	8	5
$ 20,000 - $ 21,999		15	6	11	2	1	6	15	6	5
$ 18,000 - $ 19,999		6	2	1	1		1	8	4	7
$ 16,000 - $ 17,999		5	3	1	1		1	3	4	
$ 14,000 - $ 15,999		1	2					2	2	
$ 12,000 - $ 13,999			1				1			2
$ 10,000 - $ 11,999										
N	49	206	164	91	265	57	189	641	216	187
MEAN SALARY	$ 48,897	$ 31,281	$ 33,819	$ 35,150	$ 44,307	$ 34,303	$ 38,181	$ 46,981	$ 40,580	$ 37,992

DISTRIBUTION OF SALARIES
ALL INSTITUTIONS
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SALARY	309.30	309.40	309.50	309.60	310.00	310.10	311.00	312.00	312.10	312.20
$200,000 or More										
$198,000 - $199,999										
$196,000 - $197,999										
$194,000 - $195,999										
$192,000 - $193,999										
$190,000 - $191,999										
$188,000 - $189,999										
$186,000 - $187,999										
$184,000 - $185,999										
$182,000 - $183,999										
$180,000 - $181,999										
$178,000 - $179,999										
$176,000 - $177,999										
$174,000 - $175,999										
$172,000 - $173,999										
$170,000 - $171,999										
$168,000 - $169,999										
$166,000 - $167,999										
$164,000 - $165,999										
$162,000 - $163,999										
$160,000 - $161,999										
$158,000 - $159,999										
$156,000 - $157,999										
$154,000 - $155,999										
$152,000 - $153,999										
$150,000 - $151,999										
$148,000 - $149,999										
$146,000 - $147,999										
$144,000 - $145,999										
$142,000 - $143,999										
$140,000 - $141,999										
$138,000 - $139,999										
$136,000 - $137,999										
$134,000 - $135,999										
$132,000 - $133,999										
$130,000 - $131,999										
$128,000 - $129,999										
$126,000 - $127,999										
$124,000 - $125,999										
$122,000 - $123,999										
$120,000 - $121,999										
$118,000 - $119,999										
$116,000 - $117,999							1			
$114,000 - $115,999										
$112,000 - $113,999										
$110,000 - $111,999										
$108,000 - $109,999										
$106,000 - $107,999										
$104,000 - $105,999							2	1		
$102,000 - $103,999										
$100,000 - $101,999								1		
$ 98,000 - $ 99,999							1	1		
$ 96,000 - $ 97,999								2		
$ 94,000 - $ 95,999							3	2		
$ 92,000 - $ 93,999							1	1		
$ 90,000 - $ 91,999					1		1	1		
$ 88,000 - $ 89,999							3	3		
$ 86,000 - $ 87,999										
$ 84,000 - $ 85,999					3		1	4	2	
$ 82,000 - $ 83,999					3	2	1	3		
$ 80,000 - $ 81,999				1	3		2	6		
$ 78,000 - $ 79,999					1			4		
$ 76,000 - $ 77,999					1		3	6		
$ 74,000 - $ 75,999					3		6	9	2	
$ 72,000 - $ 73,999					3		3	7	2	
$ 70,000 - $ 71,999					3		5	13	1	
$ 68,000 - $ 69,999					2	1	3	14	2	
$ 66,000 - $ 67,999					5	2	3	9	2	
$ 64,000 - $ 65,999	1				3		5	18	5	
$ 62,000 - $ 63,999					6	2	5	14	2	1
$ 60,000 - $ 61,999	1				9	2	7	31	3	2
$ 58,000 - $ 59,999					8	2	7	23	8	1
$ 56,000 - $ 57,999	1		2		3	6	11	24	7	
$ 54,000 - $ 55,999	1		1		10	7	12	32	4	3
$ 52,000 - $ 53,999	6		1		17	1	12	30	8	1
$ 50,000 - $ 51,999	4	1	2		11	7	9	61	14	1
$ 48,000 - $ 49,999	5		4		9	7	9	50	22	4
$ 46,000 - $ 47,999	7	2	5		14	4	13	38	11	5
$ 44,000 - $ 45,999	9	1	6	2	17	8	17	58	19	6
$ 42,000 - $ 43,999	13	2	6		15	9	7	52	21	8
$ 40,000 - $ 41,999	30	6	7	1	12	8	6	66	24	15
$ 38,000 - $ 39,999	40	8	17	5	16	10	15	38	28	15
$ 36,000 - $ 37,999	35	10	32	2	14	8	8	52	30	19
$ 34,000 - $ 35,999	37	12	37	8	17	9	6	49	28	21
$ 32,000 - $ 33,999	37	17	42	14	16	9	3	56	28	40
$ 30,000 - $ 31,999	35	30	48	17	16	7	4	41	32	31
$ 28,000 - $ 29,999	20	29	64	33	11	10		43	31	37
$ 26,000 - $ 27,999	24	37	54	46	14	2	2	40	24	58
$ 24,000 - $ 25,999	11	26	56	62	10	4	3	29	24	47
$ 22,000 - $ 23,999	17	26	37	68	7	9	2	25	8	40
$ 20,000 - $ 21,999	10	18	27	54	6	9	3	16	19	39
$ 18,000 - $ 19,999	3	9	16	42	2	2	4	13	9	26
$ 16,000 - $ 17,999	1	6	9	26	3	3	2	6	6	15
$ 14,000 - $ 15,999		5	5	9		1	1	4	7	15
$ 12,000 - $ 13,999	1	1		3				5	1	4
$ 10,000 - $ 11,999				2				1		2
N	349	246	479	394	294	151	212	1002	434	456
MEAN SALARY	$ 34,846	$ 28,151	$ 29,859	$ 24,132	$ 44,071	$ 39,249	$ 52,081	$ 44,076	$ 37,269	$ 28,609

DISTRIBUTION OF SALARIES
ALL INSTITUTIONS

SALARY	312.30	312.40	312.50	312.60	313.00	313.10	314.00	314.10	314.20	315.00
$200,000 or More										
$198,000 - $199,999										
$196,000 - $197,999										
$194,000 - $195,999										
$192,000 - $193,999										
$190,000 - $191,999										
$188,000 - $189,999										
$186,000 - $187,999										
$184,000 - $185,999										
$182,000 - $183,999										
$180,000 - $181,999										
$178,000 - $179,999										
$176,000 - $177,999										
$174,000 - $175,999										
$172,000 - $173,999										
$170,000 - $171,999										
$168,000 - $169,999										
$166,000 - $167,999										
$164,000 - $165,999										
$162,000 - $163,999										
$160,000 - $161,999										
$158,000 - $159,999										
$156,000 - $157,999										
$154,000 - $155,999										
$152,000 - $153,999										
$150,000 - $151,999										
$148,000 - $149,999										
$146,000 - $147,999										
$144,000 - $145,999										
$142,000 - $143,999										
$140,000 - $141,999										
$138,000 - $139,999										
$136,000 - $137,999										
$134,000 - $135,999										
$132,000 - $133,999										
$130,000 - $131,999										
$128,000 - $129,999										
$126,000 - $127,999										
$124,000 - $125,999										
$122,000 - $123,999										
$120,000 - $121,999										
$118,000 - $119,999										
$116,000 - $117,999										
$114,000 - $115,999										
$112,000 - $113,999										
$110,000 - $111,999										
$108,000 - $109,999										
$106,000 - $107,999										
$104,000 - $105,999					1					
$102,000 - $103,999										
$100,000 - $101,999					3					
$ 98,000 - $ 99,999										
$ 96,000 - $ 97,999										
$ 94,000 - $ 95,999					1					
$ 92,000 - $ 93,999					1					
$ 90,000 - $ 91,999					1					
$ 88,000 - $ 89,999										
$ 86,000 - $ 87,999					6		1			
$ 84,000 - $ 85,999					2					
$ 82,000 - $ 83,999							1			
$ 80,000 - $ 81,999										
$ 78,000 - $ 79,999				1	4					
$ 76,000 - $ 77,999					5					
$ 74,000 - $ 75,999					7		1			
$ 72,000 - $ 73,999		1			6					
$ 70,000 - $ 71,999		1			14	1	3			
$ 68,000 - $ 69,999	1				7					1
$ 66,000 - $ 67,999	1			1	13		1			
$ 64,000 - $ 65,999				1	9					2
$ 62,000 - $ 63,999	1		1	1	11	2	2			1
$ 60,000 - $ 61,999					14	2	9	1		2
$ 58,000 - $ 59,999	2		1	2	15		4			2
$ 56,000 - $ 57,999	2	2	3	3	25		5			1
$ 54,000 - $ 55,999			1	2	27	4	8	1		7
$ 52,000 - $ 53,999	3	2	4	2	27	2	8			6
$ 50,000 - $ 51,999	8	2	3	3	33	6	13	1		11
$ 48,000 - $ 49,999	3	2	3	7	36	10	16	4		7
$ 46,000 - $ 47,999	4	3		6	27	11	26	6		9
$ 44,000 - $ 45,999	10	5	5	12	36	7	17	5		10
$ 42,000 - $ 43,999	12	9	5	9	37	10	29	3	1	11
$ 40,000 - $ 41,999	21	9	9	15	48	15	19	14		16
$ 38,000 - $ 39,999	22	10	13	16	30	14	30	14	3	21
$ 36,000 - $ 37,999	23	14	23	19	38	20	34	20	1	14
$ 34,000 - $ 35,999	37	19	33	29	35	22	32	14	1	22
$ 32,000 - $ 33,999	33	14	31	18	35	33	43	36	6	21
$ 30,000 - $ 31,999	40	17	45	25	31	31	33	32	15	22
$ 28,000 - $ 29,999	35	19	49	21	21	38	30	49	14	25
$ 26,000 - $ 27,999	45	11	57	11	22	58	26	53	21	25
$ 24,000 - $ 25,999	36	10	54	13	21	48	28	63	48	27
$ 22,000 - $ 23,999	27	2	43	9	12	48	17	51	58	13
$ 20,000 - $ 21,999	11	3	41	8	8	40	16	45	71	16
$ 18,000 - $ 19,999	7	2	42	7	2	41	9	31	57	14
$ 16,080 - $ 17,999	6	3	25		1	23	12	32	35	11
$ 14,000 - $ 15,999	2	1	20	1	2	24	6	7	20	6
$ 12,000 - $ 13,999	1		1			8	1	6	12	4
$ 10,000 - $ 11,999			1			1		1	4	
N	393	161	513	242	674	519	478	489	367	327
MEAN SALARY	$ 32,332	$ 34,476	$ 27,860	$ 35,357	$ 45,576	$ 28,593	$ 36,448	$ 27,324	$ 21,880	$ 33,433

DISTRIBUTION OF SALARIES
ALL INSTITUTIONS
Page 11

SALARY	315.10	316.00	316.10	317.00	317.10	318.00	319.00	319.10	320.00	321.00
$200,000 or More										
$198,000 - $199,999										
$196,000 - $197,999										
$194,000 - $195,999										
$192,000 - $193,999										
$190,000 - $191,999										
$188,000 - $189,999										
$186,000 - $187,999										
$184,000 - $185,999										
$182,000 - $183,999										
$180,000 - $181,999										
$178,000 - $179,999										
$176,000 - $177,999										
$174,000 - $175,999										
$172,000 - $173,999										
$170,000 - $171,999										
$168,000 - $169,999										
$166,000 - $167,999										
$164,000 - $165,999										
$162,000 - $163,999										
$160,000 - $161,999										
$158,000 - $159,999										
$156,000 - $157,999										
$154,000 - $155,999										
$152,000 - $153,999										
$150,000 - $151,999										
$148,000 - $149,999										
$146,000 - $147,999										
$144,000 - $145,999										
$142,000 - $143,999										
$140,000 - $141,999										
$138,000 - $139,999										
$136,000 - $137,999										
$134,000 - $135,999										
$132,000 - $133,999										
$130,000 - $131,999										
$128,000 - $129,999										
$126,000 - $127,999										
$124,000 - $125,999										
$122,000 - $123,999										
$120,000 - $121,999										
$118,000 - $119,999										
$116,000 - $117,999										
$114,000 - $115,999										
$112,000 - $113,999										
$110,000 - $111,999										
$108,000 - $109,999										
$106,000 - $107,999										
$104,000 - $105,999										
$102,000 - $103,999										
$100,000 - $101,999										
$ 98,000 - $ 99,999										
$ 96,000 - $ 97,999						1				
$ 94,000 - $ 95,999										
$ 92,000 - $ 93,999										
$ 90,000 - $ 91,999				1						
$ 88,000 - $ 89,999										
$ 86,000 - $ 87,999						1	1			
$ 84,000 - $ 85,999						1	1			
$ 82,000 - $ 83,999									1	
$ 80,000 - $ 81,999		1					1		3	2
$ 78,000 - $ 79,999							1		1	1
$ 76,000 - $ 77,999						2	1			1
$ 74,000 - $ 75,999		1				2	1			
$ 72,000 - $ 73,999		2				3	2			1
$ 70,000 - $ 71,999							3		1	1
$ 68,000 - $ 69,999		1				2	2		1	1
$ 66,000 - $ 67,999		2				5	5		4	
$ 64,000 - $ 65,999		3					8		4	3
$ 62,000 - $ 63,999		4		2		4	7		6	1
$ 60,000 - $ 61,999		3	1	2		9	9		9	2
$ 58,000 - $ 59,999		5		2		9	5		5	4
$ 56,000 - $ 57,999		15			2	7	4		8	4
$ 54,000 - $ 55,999		12	2	4		12	8		5	2
$ 52,000 - $ 53,999	2	14		6		10	13	1	9	4
$ 50,000 - $ 51,999	1	15	4	4		8	17	1	14	5
$ 48,000 - $ 49,999		21	6	11		8	13	1	16	9
$ 46,000 - $ 47,999	1	17	5	7		11	16		20	8
$ 44,000 - $ 45,999	2	25	3	14	2	16	8	3	16	9
$ 42,000 - $ 43,999	1	31	5	13	2	16	15	1	29	4
$ 40,000 - $ 41,999	3	28	9	20	2	15	18	2	29	7
$ 38,000 - $ 39,999	6	36	6	18	1	17	19	6	41	2
$ 36,000 - $ 37,999	7	43	13	33	5	15	12	5	34	8
$ 34,000 - $ 35,999	4	49	14	25	3	23	18	6	44	7
$ 32,000 - $ 33,999	3	50	15	39	7	15	15	8	39	8
$ 30,000 - $ 31,999	5	42	10	37	8	18	11	13	62	5
$ 28,000 - $ 29,999	7	52	20	54	12	9	13	21	42	9
$ 26,000 - $ 27,999	8	46	7	48	8	8	8	22	43	4
$ 24,000 - $ 25,999	9	22	10	36	15	4	8	39	53	
$ 22,000 - $ 23,999	11	38	17	61	17	3	6	35	30	
$ 20,000 - $ 21,999	6	27	8	57	12	2	1	42	37	1
$ 18,000 - $ 19,999	4	17	8	61	15	1	3	44	39	
$ 16,000 - $ 17,999	3	16	8	51	20	1		41	22	
$ 14,000 - $ 15,999	2	6	3	36	13		2	59	14	
$ 12,000 - $ 13,999	1	5	2	23	6		3	28	6	
$ 10,000 - $ 11,999	1		1	11	4			11	5	
N	87	649	177	676	154	258	278	389	693	113
MEAN SALARY	$ 29,186	$ 35,409	$ 31,435	$ 27,486	$ 23,995	$ 43,781	$ 43,762	$ 21,719	$ 33,694	$ 44,743

DISTRIBUTION OF SALARIES
ALL INSTITUTIONS
Page 12

SALARY	322.00	322.10	322.20	401.00	401.10	401.20	401.30	401.40	402.00	402.10
$200,000 or More	1									
$198,000 - $199,999										
$196,000 - $197,999										
$194,000 - $195,999										
$192,000 - $193,999										
$190,000 - $191,999				1						
$188,000 - $189,999										
$186,000 - $187,999										
$184,000 - $185,999										
$182,000 - $183,999	2									
$180,000 - $181,999										
$178,000 - $179,999										
$176,000 - $177,999										
$174,000 - $175,999	1									
$172,000 - $173,999										
$170,000 - $171,999	1									
$168,000 - $169,999	1									
$166,000 - $167,999										
$164,000 - $165,999										
$162,000 - $163,999										
$160,000 - $161,999	1									
$158,000 - $159,999										
$156,000 - $157,999										
$154,000 - $155,999										
$152,000 - $153,999										
$150,000 - $151,999										
$148,000 - $149,999										
$146,000 - $147,999	1			1						
$144,000 - $145,999										
$142,000 - $143,999										
$140,000 - $141,999										
$138,000 - $139,999										
$136,000 - $137,999										
$134,000 - $135,999										
$132,000 - $133,999	2									
$130,000 - $131,999				1						
$128,000 - $129,999	1									
$126,000 - $127,999										
$124,000 - $125,999	1			1						
$122,000 - $123,999	4								1	
$120,000 - $121,999	1									1
$118,000 - $119,999										
$116,000 - $117,999				1						
$114,000 - $115,999								1		
$112,000 - $113,999	1								1	
$110,000 - $111,999	2			6						
$108,000 - $109,999	1									
$106,000 - $107,999										
$104,000 - $105,999									1	1
$102,000 - $103,999	1			1						
$100,000 - $101,999	2	1		2						1
$ 98,000 - $ 99,999				1		1			1	
$ 96,000 - $ 97,999									1	2
$ 94,000 - $ 95,999	1			5						1
$ 92,000 - $ 93,999				4		1			1	
$ 90,000 - $ 91,999	1			6					5	2
$ 88,000 - $ 89,999	1			8						1
$ 86,000 - $ 87,999				3		1			2	1
$ 84,000 - $ 85,999				6	1			1	5	4
$ 82,000 - $ 83,999				11		2		1	3	2
$ 80,000 - $ 81,999		1		19					5	
$ 78,000 - $ 79,999	1	2		11		1		1	4	1
$ 76,000 - $ 77,999	1			15		1			4	2
$ 74,000 - $ 75,999		1		21	1	1		2	3	1
$ 72,000 - $ 73,999		1		16	1	2			6	2
$ 70,000 - $ 71,999		1		15	1	1			5	4
$ 68,000 - $ 69,999	1		2	18	1			2	7	5
$ 66,000 - $ 67,999	1	1	1	27	1	2			6	6
$ 64,000 - $ 65,999			2	20	2	4	1		6	4
$ 62,000 - $ 63,999	1	3	1	20		3	1	2	6	3
$ 60,000 - $ 61,999		1	1	44	6	4		2	5	7
$ 58,000 - $ 59,999		1		19		1	1	3	13	6
$ 56,000 - $ 57,999	1	2	1	27	3	2		4	16	3
$ 54,000 - $ 55,999	1		3	37	6	9		6	21	6
$ 52,000 - $ 53,999		2		34	7	11	1	8	14	5
$ 50,000 - $ 51,999	1	2	1	35	12	9	1	9	22	2
$ 48,000 - $ 49,999		6	1	33	5	8	4	5	26	4
$ 46,000 - $ 47,999		3	1	25	8	12	5	5	15	6
$ 44,000 - $ 45,999		3		35	10	17	2	11	22	2
$ 42,000 - $ 43,999		2	1	19	17	16	2	8	28	3
$ 40,000 - $ 41,999	2	3	1	43	13	18	5	9	31	3
$ 38,000 - $ 39,999		2	1	25	17	18	7	8	33	1
$ 36,000 - $ 37,999	1	3		22	30	9	7	13	36	5
$ 34,000 - $ 35,999		2	2	36	35	19	7	9	32	3
$ 32,000 - $ 33,999		1		18	29	24	5	6	38	1
$ 30,000 - $ 31,999				14	43	28	13	10	40	1
$ 28,000 - $ 29,999		1	1	6	39	16	11	9	39	1
$ 26,000 - $ 27,999		1		9	37	17	12	3	31	
$ 24,000 - $ 25,999	1	1		6	31	4	22	6	39	
$ 22,000 - $ 23,999	1	1	1	2	19	6	17	1	22	
$ 20,000 - $ 21,999		1			10	3	15	1	14	
$ 18,000 - $ 19,999	1			2	8	2	16	1	15	
$ 16,000 - $ 17,999				1	5	1	9	1	14	
$ 14,000 - $ 15,999					3		1	1	3	
$ 12,000 - $ 13,999							3	1	1	
$ 10,000 - $ 11,999										
N	41	49	21	732	401	274	168	150	643	103
MEAN SALARY	$103,574	$ 49,974	$ 50,994	$ 56,105	$ 34,456	$ 40,744	$ 28,864	$ 42,623	$ 41,265	$ 60,947

DISTRIBUTION OF SALARIES
ALL INSTITUTIONS

SALARY	403.00	404.00	405.00	406.00	407.00	408.00	409.00	409.10	409.20	410.00
$200,000 or More										
$198,000 - $199,999										
$196,000 - $197,999										
$194,000 - $195,999										
$192,000 - $193,999										
$190,000 - $191,999										
$188,000 - $189,999										
$186,000 - $187,999										
$184,000 - $185,999										
$182,000 - $183,999										
$180,000 - $181,999										
$178,000 - $179,999										
$176,000 - $177,999										
$174,000 - $175,999										
$172,000 - $173,999										
$170,000 - $171,999										
$168,000 - $169,999										
$166,000 - $167,999										
$164,000 - $165,999										
$162,000 - $163,999										
$160,000 - $161,999										
$158,000 - $159,999										
$156,000 - $157,999										
$154,000 - $155,999										
$152,000 - $153,999										
$150,000 - $151,999	1									
$148,000 - $149,999										
$146,000 - $147,999										
$144,000 - $145,999										
$142,000 - $143,999										
$140,000 - $141,999	1									
$138,000 - $139,999										
$136,000 - $137,999										
$134,000 - $135,999										
$132,000 - $133,999										
$130,000 - $131,999										
$128,000 - $129,999	1									
$126,000 - $127,999										
$124,000 - $125,999										
$122,000 - $123,999										
$120,000 - $121,999										
$118,000 - $119,999										
$116,000 - $117,999										
$114,000 - $115,999	2									
$112,000 - $113,999	1									
$110,000 - $111,999										
$108,000 - $109,999	1									
$106,000 - $107,999	1	1								
$104,000 - $105,999	1									
$102,000 - $103,999	2									
$100,000 - $101,999										
$ 98,000 - $ 99,999	1									
$ 96,000 - $ 97,999	2									
$ 94,000 - $ 95,999	3	1								
$ 92,000 - $ 93,999	4	1								
$ 90,000 - $ 91,999	1									
$ 88,000 - $ 89,999	3	1								
$ 86,000 - $ 87,999	1	2								
$ 84,000 - $ 85,999	3		1							
$ 82,000 - $ 83,999	4	1								
$ 80,000 - $ 81,999	2			1						
$ 78,000 - $ 79,999	4	1		1						
$ 76,000 - $ 77,999	5		1			1				
$ 74,000 - $ 75,999	9		1	2		1				1
$ 72,000 - $ 73,999	4	1	2			2				1
$ 70,000 - $ 71,999	4	3	1	1						
$ 68,000 - $ 69,999	5	4	2						1	1
$ 66,000 - $ 67,999	6	3	1	2		3			1	1
$ 64,000 - $ 65,999	2	3	2				3		1	3
$ 62,000 - $ 63,999	9	2	1	1		1	2			5
$ 60,000 - $ 61,999	9	7	2	2		5	2		1	1
$ 58,000 - $ 59,999	4	5	2	2		2	4		3	6
$ 56,000 - $ 57,999	3	6	3	2	2	3	5		1	2
$ 54,000 - $ 55,999	5	9	1	5		5	5		1	8
$ 52,000 - $ 53,999	3	8	4	6	1	3	4		1	8
$ 50,000 - $ 51,999	7	12	3	6	1	6	5		2	10
$ 48,000 - $ 49,999	4	12	4	7	2	5	9		4	12
$ 46,000 - $ 47,999	5	14	6	7	4	8	[illegible]	1	2	11
$ 44,000 - $ 45,999	1	23	5	7		5	9		8	13
$ 42,000 - $ 43,999	8	26	15	15	3	10	1[illegible]	2	10	18
$ 40,000 - $ 41,999	9	19	7	7	7	9	21	2	10	16
$ 38,000 - $ 39,999	5	22	10	6	3	13	16	3	9	15
$ 36,000 - $ 37,999	6	32	2	8	6	7	18	4	29	12
$ 34,000 - $ 35,999	5	55	7	7	4	9	26	5	19	18
$ 32,000 - $ 33,999	7	40	4	6	5	10	37	10	24	23
$ 30,000 - $ 31,999	4	56	4	14	3	15	43	5	33	18
$ 28,000 - $ 29,999	5	55	2	9	3	4	28	10	42	21
$ 26,000 - $ 27,999	1	48	2	8	8	11	25	13	30	26
$ 24,000 - $ 25,999	2	58	2	3	7	9	31	11	34	21
$ 22,000 - $ 23,999	1	40	3	3	5	2	23	10	33	21
$ 20,000 - $ 21,999	2	39		1	5	2	16	7	22	16
$ 18,000 - $ 19,999	1	27	1	2	7	2	23	13	38	15
$ 16,000 - $ 17,999		15	2	1	1		8	7	17	6
$ 14,000 - $ 15,999		9		2	2	2	2	5	7	2
$ 12,000 - $ 13,999			2	1	1		1	1	10	
$ 10,000 - $ 11,999		1			1		1		2	3
N	180	662	105	145	81	155	389	109	395	334
MEAN SALARY	$ 61,091	$ 34,033	$ 43,539	$ 40,538	$ 31,448	$ 40,828	$ 33,184	$ 26,465	$ 28,939	$ 35,511

DISTRIBUTION OF SALARIES
ALL INSTITUTIONS
Page 14

SALARY	411.00	501.00	502.00	502.10	502.20	502.30	503.00	504.00	504.10	504.20
$200,000 or More										
$198,000 - $199,999										
$196,000 - $197,999										
$194,000 - $195,999										
$192,000 - $193,999										
$190,000 - $191,999										
$188,000 - $189,999										
$186,000 - $187,999										
$184,000 - $185,999										
$182,000 - $183,999										
$180,000 - $181,999										
$178,000 - $179,999										
$176,000 - $177,999										
$174,000 - $175,999										
$172,000 - $173,999										
$170,000 - $171,999										
$168,000 - $169,999										
$166,000 - $167,999										
$164,000 - $165,999										
$162,000 - $163,999										
$160,000 - $161,999										
$158,000 - $159,999										
$156,000 - $157,999										
$154,000 - $155,999										
$152,000 - $153,999										
$150,000 - $151,999										
$148,000 - $149,999										
$146,000 - $147,999										
$144,000 - $145,999										
$142,000 - $143,999										
$140,000 - $141,999										
$138,000 - $139,999										
$136,000 - $137,999										
$134,000 - $135,999										
$132,000 - $133,999										
$130,000 - $131,999		1								
$128,000 - $129,999										
$126,000 - $127,999										
$124,000 - $125,999										
$122,000 - $123,999										
$120,000 - $121,999										
$118,000 - $119,999										
$116,000 - $117,999										
$114,000 - $115,999		2								
$112,000 - $113,999		1								
$110,000 - $111,999		1								
$108,000 - $109,999										
$106,000 - $107,999		1								
$104,000 - $105,999										
$102,000 - $103,999		1								
$100,000 - $101,999		1								
$ 98,000 - $ 99,999		4								
$ 96,000 - $ 97,999		2								
$ 94,000 - $ 95,999		3					1			
$ 92,000 - $ 93,999										
$ 90,000 - $ 91,999		6	1							
$ 88,000 - $ 89,999		6								
$ 86,000 - $ 87,999		9	1					1		
$ 84,000 - $ 85,999		10								
$ 82,000 - $ 83,999		13	4							
$ 80,000 - $ 81,999		15	1				1			
$ 78,000 - $ 79,999		11					2			
$ 76,000 - $ 77,999		9	1				2			
$ 74,000 - $ 75,999		15		1			1	1		
$ 72,000 - $ 73,999	2	17	5					3		
$ 70,000 - $ 71,999	1	18	2				1	2		
$ 68,000 - $ 69,999		31	6				1	1		
$ 66,000 - $ 67,999		32	4				2	2		
$ 64,000 - $ 65,999	1	35	7	1			3	5	1	
$ 62,000 - $ 63,999		29	9	3			1	7		1
$ 60,000 - $ 61,999	1	47	16			1	9	15		
$ 58,000 - $ 59,999		39	18				3	15		
$ 56,000 - $ 57,999		47	31	1			7	13		
$ 54,000 - $ 55,999	2	48	24		1		8	18		
$ 52,000 - $ 53,999		55	28	3			7	26	3	
$ 50,000 - $ 51,999	3	61	40	4			12	19	1	
$ 48,000 - $ 49,999	1	48	39	4	1	3	13	42	6	
$ 46,000 - $ 47,999	4	48	32	7	1	3	11	40	6	
$ 44,000 - $ 45,999	2	64	44	8	1		13	48	8	2
$ 42,000 - $ 43,999	2	49	43	8	2	3	18	48	8	2
$ 40,000 - $ 41,999	11	54	42	18	1	3	8	38	22	2
$ 38,000 - $ 39,999	5	56	49	26	2	6	10	50	19	4
$ 36,000 - $ 37,999	17	46	50	31	16	4	8	66	13	13
$ 34,000 - $ 35,999	11	33	51	46	12	6	12	70	22	11
$ 32,000 - $ 33,999	19	38	54	28	17	8	9	57	16	12
$ 30,000 - $ 31,999	17	19	52	51	23	14	6	73	23	17
$ 28,000 - $ 29,999	19	22	46	42	31	15	3	53	29	34
$ 26,000 - $ 27,999	27	20	26	43	36	17	5	43	26	43
$ 24,000 - $ 25,999	20	9	29	45	66	28	1	62	16	45
$ 22,000 - $ 23,999	9	6	22	35	68	28	5	54	34	37
$ 20,000 - $ 21,999	12	7	15	26	70	23	4	30	19	41
$ 18,000 - $ 19,999	12	3	9	16	61	20	1	23	9	36
$ 16,000 - $ 17,999	11			13	40	8		13	8	25
$ 14,000 - $ 15,999	4	3	5	5	12	2		6	6	17
$ 12,000 - $ 13,999			2	1	4	1		1	4	14
$ 10,000 - $ 11,999		1		1	4					4
N	213	1096	808	467	469	193	188	945	299	360
MEAN SALARY	$ 30,053	$ 52,202	$ 41,252	$ 30,899	$ 24,062	$ 26,750	$ 45,299	$ 36,886	$ 30,868	$ 24,465

DISTRIBUTION OF SALARIES
ALL INSTITUTIONS
Page 15

SALARY	505.00	506.00	506.10	507.00	507.10	508.00	508.10	508.20	508.30	508.40
$200,000 or More										
$198,000 - $199,999										
$196,000 - $197,999										
$194,000 - $195,999										
$192,000 - $193,999										
$190,000 - $191,999										
$188,000 - $189,999										
$186,000 - $187,999										
$184,000 - $185,999										
$182,000 - $183,999										
$180,000 - $181,999										
$178,000 - $179,999										
$176,000 - $177,999										
$174,000 - $175,999										
$172,000 - $173,999										
$170,000 - $171,999										
$168,000 - $169,999										
$166,000 - $167,999										
$164,000 - $165,999										
$162,000 - $163,999										
$160,000 - $161,999										
$158,000 - $159,999										
$156,000 - $157,999										
$154,000 - $155,999										
$152,000 - $153,999										
$150,000 - $151,999										
$148,000 - $149,999										
$146,000 - $147,999										
$144,000 - $145,999										
$142,000 - $143,999										
$140,000 - $141,999										
$138,000 - $139,999										
$136,000 - $137,999										
$134,000 - $135,999										
$132,000 - $133,999										
$130,000 - $131,999										
$128,000 - $129,999										
$126,000 - $127,999										
$124,000 - $125,999										
$122,000 - $123,999										
$120,000 - $121,999										
$118,000 - $119,999										
$116,000 - $117,999										
$114,000 - $115,999										
$112,000 - $113,999										
$110,000 - $111,999										
$108,000 - $109,999										
$106,000 - $107,999										
$104,000 - $105,999										
$102,000 - $103,999										
$100,000 - $101,999										
$ 98,000 - $ 99,999										
$ 96,000 - $ 97,999										
$ 94,000 - $ 95,999										
$ 92,000 - $ 93,999										
$ 90,000 - $ 91,999										
$ 88,000 - $ 89,999										
$ 86,000 - $ 87,999										
$ 84,000 - $ 85,999										
$ 82,000 - $ 83,999	1									
$ 80,000 - $ 81,999										
$ 78,000 - $ 79,999	1	1				1				
$ 76,000 - $ 77,999	2									
$ 74,000 - $ 75,999	1	1		1						
$ 72,000 - $ 73,999	1			1		2				
$ 70,000 - $ 71,999	4	2				2				
$ 68,000 - $ 69,999	3	1				2				
$ 66,000 - $ 67,999	1	1								
$ 64,000 - $ 65,999	2	2		3		6				
$ 62,000 - $ 63,999	2	4		5		1	2	1		
$ 60,000 - $ 61,999	4	7	1	5		3	1			
$ 58,000 - $ 59,999	4	10		1	2	6			2	
$ 56,000 - $ 57,999	3	14		8	1	10				
$ 54,000 - $ 55,999	1	12		4	2	3	2		1	
$ 52,000 - $ 53,999	6	12	1	2	1	8	1	1	1	1
$ 50,000 - $ 51,999	5	27	5	8		14			3	1
$ 48,000 - $ 49,999	6	30		12	3	8	2	1	1	1
$ 46,000 - $ 47,999	5	37	3	5	1	12	7	3	4	2
$ 44,000 - $ 45,999	11	48	6	20	5	14	2	2	2	
$ 42,000 - $ 43,999	9	51	5	16	3	17	6	4	3	2
$ 40,000 - $ 41,999	10	60	5	17	3	23	6	4	6	
$ 38,000 - $ 39,999	6	66	18	14	2	17	10	3	4	1
$ 36,000 - $ 37,999	5	66	23	17	11	27	6	10	10	2
$ 34,000 - $ 35,999	6	91	19	19	12	31	7	11	13	4
$ 32,000 - $ 33,999	6	76	35	24	11	49	13	6	13	5
$ 30,000 - $ 31,999	9	81	37	18	12	35	10	6	8	7
$ 28,000 - $ 29,999	2	68	46	20	17	33	14	8	8	6
$ 26,000 - $ 27,999	3	79	47	7	4	41	13	7	20	3
$ 24,000 - $ 25,999	2	64	59	16	3	38	19	9	23	3
$ 22,000 - $ 23,999	3	45	44	8	13	29	13	4	20	1
$ 20,000 - $ 21,999	3	51	59	9	8	31	17	7	21	3
$ 18,000 - $ 19,999	1	31	44	9	10	24	17	9	24	1
$ 16,000 - $ 17,999		18	26	6	3	28	8	7	20	1
$ 14,000 - $ 15,999	1	7	12	6	5	17	4	2	15	
$ 12,000 - $ 13,999	1	5	6	2	3	8	10		14	
$ 10,000 - $ 11,999			3	2	1	2			3	
N	130	1068	504	285	136	542	190	105	239	44
MEAN SALARY	$ 44,874	$ 34,934	$ 26,953	$ 36,668	$ 30,545	$ 32,556	$ 28,915	$ 30,321	$ 25,972	$ 32,177

DISTRIBUTION OF SALARIES
ALL INSTITUTIONS
Page 16

SALARY	509.00	510.00	511.00	511.10	511.20	512.00	513.00	514.00	514.10	515.00
$200,000 or More										
$198,000 - $199,999										
$196,000 - $197,999										
$194,000 - $195,999										
$192,000 - $193,999										
$190,000 - $191,999										
$188,000 - $189,999										
$186,000 - $187,999										
$184,000 - $185,999										
$182,000 - $183,999										
$180,000 - $181,999										
$178,000 - $179,999										
$176,000 - $177,999										
$174,000 - $175,999										
$172,000 - $173,999										
$170,000 - $171,999										
$168,000 - $169,999										
$166,000 - $167,999										
$164,000 - $165,999										
$162,000 - $163,999										
$160,000 - $161,999										
$158,000 - $159,999										
$156,000 - $157,999										
$154,000 - $155,999										
$152,000 - $153,999										
$150,000 - $151,999										
$148,000 - $149,999										
$146,000 - $147,999										
$144,000 - $145,999										
$142,000 - $143,999										
$140,000 - $141,999										1
$138,000 - $139,999										
$136,000 - $137,999										
$134,000 - $135,999										
$132,000 - $133,999										
$130,000 - $131,999										
$128,000 - $129,999										
$126,000 - $127,999										
$124,000 - $125,999										
$122,000 - $123,999										
$120,000 - $121,999										
$118,000 - $119,999										
$116,000 - $117,999										
$114,000 - $115,999										
$112,000 - $113,999										2
$110,000 - $111,999										
$108,000 - $109,999										
$106,000 - $107,999						1				
$104,000 - $105,999										2
$102,000 - $103,999										2
$100,000 - $101,999										3
$ 98,000 - $ 99,999										2
$ 96,000 - $ 97,999										3
$ 94,000 - $ 95,999										3
$ 92,000 - $ 93,999										
$ 90,000 - $ 91,999										4
$ 88,000 - $ 89,999								1		5
$ 86,000 - $ 87,999										7
$ 84,000 - $ 85,999	1									9
$ 82,000 - $ 83,999										8
$ 80,000 - $ 81,999										7
$ 78,000 - $ 79,999	1									4
$ 76,000 - $ 77,999	1									7
$ 74,000 - $ 75,999	1							1		11
$ 72,000 - $ 73,999	1							1		10
$ 70,000 - $ 71,999	1					1	1	1		11
$ 68,000 - $ 69,999	1		2					1		5
$ 66,000 - $ 67,999	1		2					4		8
$ 64,000 - $ 65,999	4	1	1			2		6		16
$ 62,000 - $ 63,999	1	1	4				4	5		7
$ 60,000 - $ 61,999		1	3			4	2	2		8
$ 58,000 - $ 59,999	3		3			3	5	11		2
$ 56,000 - $ 57,999		3	2	2		3	4	12	1	8
$ 54,000 - $ 55,999	2	2	7			5	6	16	1	11
$ 52,000 - $ 53,999	1	2	5			6	16	31	1	3
$ 50,000 - $ 51,999	4	3	16	1		10	19	20	3	2
$ 48,000 - $ 49,999	2	4	6		3	9	24	25	1	2
$ 46,000 - $ 47,999	2	7	15	1	1	9	20	38	4	3
$ 44,000 - $ 45,999	1	10	16	4	1	13	27	39	5	1
$ 42,000 - $ 43,999	2	8	15	7	1	24	41	43	9	1
$ 40,000 - $ 41,999	3	4	24	6	2	26	30	46	8	1
$ 38,000 - $ 39,999		15	20	5	2	32	33	54	12	3
$ 36,000 - $ 37,999		9	17	3	2	27	45	35	6	3
$ 34,000 - $ 35,999		12	23	9	6	39	39	56	9	
$ 32,000 - $ 33,999		14	21	12	4	36	50	48	11	4
$ 30,000 - $ 31,999	1	21	21	11	14	49	53	31	13	5
$ 28,000 - $ 29,999		12	16	9	8	43	61	36	13	5
$ 26,000 - $ 27,999		25	15	10	6	54	62	27	7	3
$ 24,000 - $ 25,999		18	12	17	6	46	49	36	15	11
$ 22,000 - $ 23,999	1	15	13	9	3	72	44	28	9	4
$ 20,000 - $ 21,999	1	9	7	8	5	42	37	26	7	6
$ 18,000 - $ 19,999		6	4	7		40	33	15	8	3
$ 16,000 - $ 17,999		4	7	2	2	25	19	6	5	5
$ 14,000 - $ 15,999		1	3	2	2	21	8	2	4	4
$ 12,000 - $ 13,999			1	1	1	9	1	3		1
$ 10,000 - $ 11,999					1	2				
N	36	207	301	126	70	653	753	706	152	236
MEAN SALARY	$ 55,033	$ 33,144	$ 37,485	$ 30,409	$ 29,825	$ 30,384	$ 33,475	$ 38,244	$ 31,861	$ 61,671

DISTRIBUTION OF SALARIES
ALL INSTITUTIONS

SALARY	516.00	517.00	518.00	519.00	520.00	521.00	522.00	523.00	524.00
$200,000 or More									
$198,000 - $199,999									
$196,000 - $197,999									
$194,000 - $195,999									
$192,000 - $193,999									
$190,000 - $191,999									
$188,000 - $189,999									
$186,000 - $187,999									
$184,000 - $185,999									
$182,000 - $183,999									
$180,000 - $181,999									
$178,000 - $179,999									
$176,000 - $177,999									
$174,000 - $175,999									
$172,000 - $173,999									
$170,000 - $171,999									
$168,000 - $169,999									
$166,000 - $167,999									
$164,000 - $165,999									
$162,000 - $163,999									
$160,000 - $161,999									
$158,000 - $159,999									
$156,000 - $157,999									
$154,000 - $155,999									
$152,000 - $153,999									
$150,000 - $151,999									
$148,000 - $149,999									
$146,000 - $147,999									
$144,000 - $145,999									
$142,000 - $143,999									
$140,000 - $141,999									
$138,000 - $139,999									
$136,000 - $137,999									
$134,000 - $135,999									
$132,000 - $133,999									
$130,000 - $131,999			2						
$128,000 - $129,999									
$126,000 - $127,999			1						
$124,000 - $125,999									
$122,000 - $123,999									
$120,000 - $121,999									
$118,000 - $119,999									
$116,000 - $117,999									
$114,000 - $115,999									
$112,000 - $113,999									
$110,000 - $111,999									
$108,000 - $109,999									
$106,000 - $107,999									
$104,000 - $105,999			2						
$102,000 - $103,999			1						
$100,000 - $101,999			4						
$ 98,000 - $ 99,999			2						
$ 96,000 - $ 97,999			1						
$ 94,000 - $ 95,999			4		1				
$ 92,000 - $ 93,999			4						
$ 90,000 - $ 91,999			5						
$ 88,000 - $ 89,999			6						
$ 86,000 - $ 87,999			5						
$ 84,000 - $ 85,999			5						1
$ 82,000 - $ 83,999			3						
$ 80,000 - $ 81,999			6			1		1	
$ 78,000 - $ 79,999			3						
$ 76,000 - $ 77,999			7		1		1		
$ 74,000 - $ 75,999			8		1				
$ 72,000 - $ 73,999			8						
$ 70,000 - $ 71,999			10	1		1	1	1	1
$ 68,000 - $ 69,999		1	7		1			1	2
$ 66,000 - $ 67,999			8					3	
$ 64,000 - $ 65,999			10		1		1	1	1
$ 62,000 - $ 63,999		1	14		1		1	6	1
$ 60,000 - $ 61,999			18			1		3	2
$ 58,000 - $ 59,999			16		2	1	1	4	2
$ 56,000 - $ 57,999	1	3	14	1	3	1		5	1
$ 54,000 - $ 55,999	1	2	24		3	1	1	4	
$ 52,000 - $ 53,999	2	3	24	1		1	5	6	
$ 50,000 - $ 51,999	2		34	1	5	6	4	2	2
$ 48,000 - $ 49,999	5	3	44		4	5	4	1	4
$ 46,000 - $ 47,999	3	4	27	3	5	6	7	10	3
$ 44,000 - $ 45,999	5	11	50	10	5	6	11	4	8
$ 42,000 - $ 43,999	2	7	47	6	2	7	18	10	12
$ 40,000 - $ 41,999	5	8	40	4	7	7	16	7	10
$ 38,000 - $ 39,999	14	9	33	9	3	9	4	4	9
$ 36,000 - $ 37,999	16	13	32	15	5	8	17	1	12
$ 34,000 - $ 35,999	19	15	33	11	3	9	19	4	11
$ 32,000 - $ 33,999	33	15	26	20	3	6	26	5	7
$ 30,000 - $ 31,999	27	21	34	27	4	14	25	4	16
$ 28,000 - $ 29,999	41	19	30	35	2	10	16	8	9
$ 26,000 - $ 27,999	41	31	25	29		12	24	3	14
$ 24,000 - $ 25,999	43	18	22	47		12	28	1	12
$ 22,000 - $ 23,999	31	20	16	38	3	8	28	2	10
$ 20,000 - $ 21,999	38	21	14	54	1	4	29		7
$ 18,000 - $ 19,999	33	14	8	38	1	2	15	2	4
$ 16,000 - $ 17,999	35	17	2	23	1	5	19		5
$ 14,000 - $ 15,999	22	9	2	16	1	1	10		
$ 12,000 - $ 13,999	15	1		7		1	1		
$ 10,000 - $ 11,999	10	1		2		1	2		
N	444	267	741	398	69	146	334	103	166
MEAN SALARY	$ 26,238	$ 29,786	$ 47,071	$ 26,213	$ 43,466	$ 34,611	$ 30,558	$ 45,255	$ 34,997

Responding Institutions
All Institutions
Page 1

INSTITUTION NAME	FICE	CARNEGIE	CLASS	SUPPORT	SYSTEM	STATE
Abilene Christian University	003537	21	Comp Ins	Pri-Rel		TX
Academy of the New Church	003228	51	Gen Bac	Pri-Rel		PA
Adams State College	001345	22	Comp Ins	Public		CO
Adelphi University	002666	14	Doct Ins	Pri-Ind		NY
Adirondack Community College	002860	40	2-Yr Acad	Public		NY
Administrative Center - St. Louis Community College	002469		2-Yr A Sys	Public	Office	MO
Adrian College	002234	32	Gen Bac	Pri-Rel		MI
Agnes Scott College	001542	31	Gen Bac	Pri-Ind		GA
Aiken Technical College	010056	40	2-Yr Acad	Public	Campus	SC
Aims Community College	007582	40	2-Yr Acad	Public		CO
Alabama Agricultural and Mechanical University	001002	21	Comp Ins	Public		AL
Alabama State University	001005	21	Comp Ins	Public		AL
Alamo Community College District	003607		2-Yr A Sys	Public	Office	TX
Albany Law School of Union University	002886	57	Law School	Pri-Ind		NY
Albany Medical Center Academic Health Science	990211		Medical	Pri-Ind		NY
Albany State College	001544	22	Gen Bac	Public		GA
Albertus Magnus College	001374	32	Gen Bac	Pri-Rel		CT
Alcorn State University	002396	22	Gen Bac	Public		MS
Alderson-Broaddus College	005013		Gen Bac	Pri-Rel		WV
Alexander City State Junior College	001007	40	2-Yr Acad	Public		AL
Allegheny College	003230	31	Gen Bac	Pri-Ind		PA
Allentown College of St Francis de Sales	003986	32	Gen Bac	Pri-Rel		PA
Alma College	002236	31	Gen Bac	Pri-Ind		MI
Alverno College	003832	32	Gen Bac	Pri-Ind		WI
Amarillo College	003540	40	2-Yr Acad	Public		TX
Amber University	004999	32	Comp Ins	Pri-Ind		TX
American Baptist Seminary of the West	001120	51	Spec Relig	Pri-Rel		CA
American Graduate School of International Management	001070	55	Other	Pri-Ind		AR
American Institute of Business	003963	40	2-Yr Acad	Pri-Ind		IA
American Technological University	011854	32	Comp Ins	Pri-Ind		TX
American University	001434	13	Doct Ins	Pri-Rel		DC
Angelo State University	003541	21	Comp Ins	Public		TX
Anna Maria College	002117	22	Comp Ins	Pri-Ind		MA
Anne Arundel Community College	002058	40	2-Yr Acad	Public		MD
Appalachian State University	002906	21	Comp Ins	Public	Campus	NC
Aquinas College	002239	21	Gen Bac	Pri-Ind		MI
Aquinas Junior College at Milton	004073	40	2-Yr Acad	Pri-Rel		MA
Arapahoe Community College	001346	40	2-Yr Acad	Public		CO
Arizona State University	001081	12	Doct Ins	Public		AZ
Arizona Western College	001071	40	2-Yr Acad	Public		AZ
Arkansas College	001088	32	Gen Bac	Pri-Rel		AR
Arkansas Tech University	001089	21	Gen Bac	Public		AR
Armstrong State College	001546	21	Comp Ins	Public	Campus	GA
Asheville-Buncombe Tech Com College	004033	40	2-Yr Acad	Public		NC
Ashland College	003012	21	Comp Ins	Pri-Rel		OH
Asnuntuck Community College	011150	40	2-Yr Acad	Public	Campus	CT
Assumption College	002118	21	Comp Ins	Pri-Rel		MA
Atlanta Junior College	012165	40	2-Yr Acad	Public	Campus	GA
Auburn University	001009	12	Doct Ins	Public	Main	AL
Auburn University at Montgomery	008310	21	Comp Ins	Public	Campus	AL
Augsburg College	002334	22	Gen Bac	Pri-Ind		MN
Augusta College	001552	21	Comp Ins	Public		GA
Augustana College	001633	31	Gen Bac	Pri-Rel		IL
Aurora University	001634	32	Gen Bac	Pri-Ind		IL
Austin Peay State University	003478	21	Comp Ins	Public	Campus	TN
Austin Presbyterian Theological Seminary	003544	51	Spec Relig	Pri-Rel		TX
Averett College	003702	32	Gen Bac	Pri-Rel		VA
Babson College	002121	55	Gen Bac	Pri-Ind		MA
Bakersfield College	001118	40	2-Yr Acad	Public	Campus	CA
Baldwin-Wallace College	003014	21	Gen Bac	Pri-Rel		OH
Ball State University	001786	13	Doct Ins	Public		IN
Bard College	002671	31	Gen Bac	Pri-Ind		NY
Barnard College - Columbia University	002708	31	Gen Bac	Pri-Ind		NY
Barry University	001466	21	Comp Ins	Pri-Ind		FL
Barstow Community College	001119	40	2-Yr Acad	Public		CA
Bartlesville Wesleyan College	003151	32	Gen Bac	Pri-Rel		OK
Bay Path Junior College	002122	40	2-Yr Acad	Public		MA
Baylor College of Medicine	004949	52	Medical	Pri-Ind		TX
Beaufort Technical College	009910	40	2-Yr Acad	Public	Main	SC
Beaver College	003235	22	Gen Bac	Pri-Rel		PA
Bellarmine College	001954	21	Gen Bac	Pri-Ind		KY
Belleville Area College	001636	40	2-Yr Acad	Public	Office	IL
Bellevue Community College	003769	40	2-Yr Acad	Public		WA
Belmont College	003479	22	Gen Bac	Pri-Rel		TN
Belmont Technical College	009941	40	2-Yr Acad	Public		OH
Bemidji State University	002336	21	Comp Ins	Public	Campus	MN
Bentley College	002124	55	Comp Ins	Pri-Ind		MA
Berry College	001554	32	Gen Bac	Pri-Ind		GA
Bethel College	001905	32	Gen Bac	Pri-Rel		KS
Bethune-Cookman College	001467	22	Gen Bac	Pri-Rel		FL
Biola University	001122	14	Comp Ins	Pri-Rel		CA
Bismarck State College	002988	40	2-Yr Acad	Public		ND
Black Hawk College - District Offices	008318		2-Yr Acad	Public	Office	IL
Black Hawk College - Kawanee Campus	007538	40	2-Yr Acad	Public	Campus	IL
Black Hawk College - Quad Cities Campus	001638	40	2-Yr Acad	Public	Campus	IL
Bloomfield College	002597	22	Gen Bac	Pri-Ind		NJ
Bluefield State College	003809	21	Gen Bac	Public		WV
Boise State University	001616	21	Comp Ins	Public		ID
Boricua College	013029	32	2-Yr Acad	Pri-Ind		NY
Boston College	002128	13	Doct Ins	Pri-Ind		MA
Bowling Green State University	003018	13	Doct Ins	Public		OH

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Bowman Gray School of Medicine	990213		Medical	Pri-Ind		NC
Bradley University	001641	21	Comp Ins	Pri-Ind		IL
Brandeis University	002133	12	Doct Ins	Pri-Ind		MA
Brenau College	001556	22	Gen Bac	Pri-Ind		GA
Briar Cliff College	001846	32	Gen Bac	Pri-Ind		IA
Bristol Community College	002176	40	2-Yr Acad	Public		MA
Broome Community College	002862	40	2-Yr Acad	Public	Campus	NY
Broward Community College	001500	40	2-Yr Acad	Public		FL
Brunswick College	011558		2-Yr Acad	Public		GA
Bryant College	003402	55	Comp Ins	Pri-Ind		RI
Bryn Mawr College	003237	31	Doct Ins	Pri-Ind		PA
Bucks County Community College	003239	40	2-Yr Acad	Public		PA
Buena Vista College	001847	22	Gen Bac	Pri-Ind		IA
Bunker Hill Community College	011210	40	2-Yr Acad	Public		MA
Burmingham-Southern College	001012	31	Gen Bac	Pri-Rel		AL
Butler University	001788	21	Comp Ins	Pri-Ind		IN
CBN University	029353	59	Spec Relig	Pri-Ind		VA
Caldwell College	002598	32	Gen Bac	Pri-Rel		NJ
Caldwell Community College & Technical Institute	004835	40	2-Yr Acad	Public	Campus	NC
California Family Study Center	022372		Other	Pri-Ind		CA
California Institute of Integral Studies	012154	59	Other	Pri-Ind		CA
California Institute of the Arts	001132	56	Comp Ins	Pri-Ind		CA
California Maritime Academy	001134	59	Other	Public		CA
California School of Professional Psychology	010013	59	Other	Pri-Ind	Campus	CA
California State Polytechnic University, Pomona	001144	21	Comp Ins	Public	Campus	CA
California State University, Bakersfield	007993	21	Comp Ins	Public	Campus	CA
California State University, Fresno	001147	21	Comp Ins	Public	Campus	CA
California State University, System Office	001136		Comp Ins	Public	Office	CA
Calvary Bible College	002450	51	Gen Bac	Pri-Ind		MO
Calvin College	002241	21	Gen Bac	Pri-Rel		MI
Cameron University	003150	21	Gen Bac	Public		OK
Canisius College	002681	21	Comp Ins	Pri-Ind		NY
Cape Fear Technical Institute	005320	40	2-Yr Acad	Public	Campus	NC
Carleton College	002340	31	Gen Bac	Pri-Ind		MN
Carroll College	002526	22	Gen Bac	Pri-Rel		MT
Carroll College	003838	31	Gen Bac	Pri-Ind		WI
Carthage College	003839	32	Gen Bac	Pri-Ind		WI
Case Western Reserve University	003024	11	Doct Ins	Pri-Ind		OH
Casper College	003928	40	2-Yr Acad	Public		WY
Castleton State College	003683	22	Gen Bac	Public	Campus	VT
Catawba College	002914	32	Gen Bac	Pri-Rel		NC
Catawba Valley Community College	005318	40	2-Yr Acad	Public	Campus	NC
Catonsville Community College	002063	40	2-Yr Acad	Public		MD
Cayuga County Community College	002861	40	2-Yr Acad	Public		NY
Cedar Crest College	003243	32	Gen Bac	Pri-Ind		PA
Cedarville College	003025	22	Gen Bac	Pri-Rel		OH
Central College	001850	22	Gen Bac	Pri-Rel		IA
Central College	001908	40	2-Yr Acad	Pri-Ind		KS
Central Community College - 3 Campuses	029007	40	2-Yr Acad	Public		NE
Central Connecticut State University	001378	21	Comp Ins	Public	Campus	CT
Central Maine Vocational Technical Institute	005276	40	2-Yr Acad	Public	Campus	ME
Central Methodist College	002453	32	Gen Bac	Pri-Rel		MO
Central Michigan University	002243	21	Comp Ins	Public		MI
Central Missouri State University	002454	21	Comp Ins	Public		MO
Central Ohio Technical College	011046	40	2-Yr Acad	Public		OH
Central Piedmont Community College	002915	40	2-Yr Acad	Public		NC
Central State University	003152	21	Comp Ins	Public		OK
Central Virginia Community College	004988	40	2-Yr Acad	Public	Campus	VA
Central Washington University	003771	21	Comp Ins	Public		WA
Central Wyoming College	007289	40	2-Yr Acad	Public		WY
Centralia College	003772	40	2-Yr Acad	Public		WA
Centre College of Kentucky	001961	31	Gen Bac	Pri-Ind		KY
Chadron State College	002539	22	Gen Bac	Public		NE
Chaminade University of Honolulu	001605	22	Gen Bac	Pri-Rel		HI
Champlain College	003684	40	2-Yr Acad	Pri-Ind		VT
Charles County Community College	002064	40	2-Yr Acad	Public	Campus	MD
Chatfield College	010880	40	2-Yr Acad	Pri-Rel		OH
Chattanooga State Technical Community College	003998	40	2-Yr Acad	Public		TN
Cheyney University	003317	22	Comp Ins	Public	Campus	PA
Chicago State University	001694	21	Comp Ins	Public	Campus	IL
Chicago Theological Seminary	001661	51	Comp Ins	Pri-Rel		IL
Chippewa Valley Technical College	005304	40	2-Yr Acad	Public		WI
Church Divinity School of the Pacific	001165	51	Spec Relig	Pri-Rel		CA
Cincinnati Technical College	010345	40	2-Yr Acad	Public		OH
Cisco Junior College	003553	40	2-Yr Acad	Public		TX
Citadel, Military College of South Carolina	003423	21	Comp Ins	Public		SC
City University of New York Brooklyn College	002687	21	Comp Ins	Public		NY
City University of New York Graduate Center	004063		Other	Public	Campus	NY
City University of New York Queens College	002690	21	Comp Ins	Public	Campus	NY
City University of New York, Staten Island	029040	21	Comp Ins	Public	Campus	NY
Clackamas Community College	004878	40	2-Yr Acad	Public		OR
Claremont University Center and Graduate School	001169	13	Doct Ins	Pri-Ind	Campus	CA
Clarendon College	003554	40	2-Yr Acad	Public		TX
Clarion University of Pennsylvania	009235	21	Comp Ins	Public	Campus	PA
Clark College	003773	40	2-Yr Acad	Public		WA
Clark County Community College	010362	40	2-Yr Acad	Public		NV
Clark Technical College	004852	40	2-Yr Acad	Public		OH
Clark University	002139	14	Doct Ins	Pri-Ind		MA
Clarke College	001852	32	Gen Bac	Pri-Rel		IA
Clarkson University	002699	14	Comp Ins	Pri-Ind		NY
Clayton State College	008976	40	2-Yr Acad	Public		GA

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Clemson University	003425	13	Doct Ins	Public		SC
Cleveland Institute of Art	003982	56	Gen Bac	Pri-Ind		OH
Cleveland State Community College	003999	40	2-Yr Acad	Public		TN
Cleveland State University	003032	14	Comp Ins	Public		OH
Clinch Valley College of the University of Virginia	003747	32	Gen Bac	Public	Campus	VA
Cloud County Community College	001909	40	2-Yr Acad	Public		KS
Cochise College	001072	40	2-Yr Acad	Public	Main	AZ
Coffeyville Community College	001910	40	2-Yr Acad	Public		KS
Cogswell Polytechnical College	001177	54	Gen Bac	Pri-Ind		CA
Colby College	002039	31	Gen Bac	Pri-Ind		ME
Colby-Sawyer College	002572	32	Gen Bac	Pri-Ind		NH
Colgate University	002701	31	Comp Ins	Pri-Ind		NY
College of Aeronautics	990108		2-Yr Acad	Private		NY
College of DuPage	006656	40	2-Yr Acad	Public		IL
College of Great Falls	002527	32	Gen Bac	Pri-Rel		MT
College of Idaho	001617	32	Gen Bac	Pri-Ind		ID
College of Mount St. Joseph	003033	22	Gen Bac	Pri-Rel		OH
College of New Rochelle	002704	21	Comp Ins	Pri-Ind		NY
College of Osteopathic Medicine of the Pacific	029133	52	Med Relat	Pri-Ind		CA
College of Our Lady of the Elms	002140	32	Gen Bac	Pri-Rel		MA
College of Saint Benedict	002341	22	Gen Bac	Pri-Rel		MN
College of Saint Elizabeth	002600	32	Gen Bac	Pri-Rel		NJ
College of Saint Mary	002540	32	Gen Bac	Pri-Ind		NE
College of Saint Rose	002705	21	Comp Ins	Pri-Ind		NY
College of Saint Teresa	002344	32	Gen Bac	Pri-Rel		MN
College of Santa Fe	002649	32	Gen Bac	Pri-Ind		NM
College of St. Catherine	002342	22	Gen Bac	Pri-Rel		MN
College of St. Scholastica	002343	32	Gen Bac	Pri-Ind		MN
College of Wooster	003037	31	Gen Bac	Pri-Ind		OH
College of the Holy Cross	002141	31	Gen Bac	Pri-Rel		MA
College of the Mainland	007096	40	2-Yr Acad	Public		TX
College of the Redwoods	001185	40	2-Yr Acad	Public	Main	CA
Colorado Christian College	009401	32	Gen Bac	Public		CO
Colorado College	001347	31	Gen Bac	Pri-Ind		CO
Colorado Community College and Occupational Education System	990215		Other	Public	Office	CO
Colorado Mountain College	009007	40	2-Yr Acad	Public	Office	CO
Colorado Northwestern Community College	001359	40	2-Yr Acad	Public		CO
Colorado School of Mines	001348	14	Comp Ins	Public		CO
Columbia Basin College	003774	40	2-Yr Acad	Public		WA
Columbia Bible College & Seminary	003429	51	Spec Relig	Pri-Ind		SC
Columbia College	003430	32	Gen Bac	Pri-Rel		SC
Columbia State Community College	003483	40	2-Yr Acad	Public		TN
Columbia Theological Seminary	001560	51	Comp Ins	Pri-Rel		GA
Columbia University	007963		Doct Ins	Pri-Ind		NY
Columbus College	001561	21	Comp Ins	Public		GA
Columbus State Community College	990219		2-Yr NAcad	Public		OH
Community College of Allegheny County	003231		2-Yr Acad	Public		PA
Community College of Denver	009542	40	2-Yr Acad	Public		CO
Community College of Rhode Island	003408	40	2-Yr Acad	Public	Main	RI
Community College of the Air Force	012308		Other	Public	Office	AL
Concordia College	002247	32	Gen Bac	Pri-Rel		MI
Concordia College at Moorhead	002346	21	Gen Bac	Pri-Rel		MN
Concordia Seminary	002457	51	Spec Relig	Pri-Rel		MO
Connecticut College	001379	31	Gen Bac	Pri-Ind		CT
Conservatory of Music of Puerto Rico	010819	56	Gen Bac	Public		PR
Converse College	003431	32	Gen Bac	Pri-Ind		SC
Copiah Lincoln Junior College	002402	40	2-Yr Acad	Public	Main	MS
Cornell College	001856	31	Gen Bac	Pri-Ind		IA
Cornell University	002711	11	Doct Ins	Pri-Ind	Main	NY
Corning Community College	002863	40	2-Yr Acad	Public	Campus	NY
Cottey College	002458	40	2-Yr Acad	Pri-Ind		MO
County College of Morris	007729	40	2-Yr Acad	Public		NJ
Covenant College	003484	32	Gen Bac	Pri-Rel		GA
Covenant Theological Seminary	004707	51	Comp Ins	Pri-Rel		MO
Cranbrook Educational Community College	002248	56	Other	Pri-Ind		MI
Creighton University	002542	21	Comp Ins	Pri-Rel	Main	NE
Cumberland County College	002601	40	2-Yr Acad	Public		NJ
Cuyahoga Community College	008797		2-Yr Acad	Public		OH
D'Youville College	002712	32	Gen Bac	Pri-Ind		NY
Dakota State College	003463	32	Gen Bac	Public		SD
Dakota Wesleyan University	003461	32	Gen Bac	Pri-Rel		SD
Dallas County Community College District	003561		2-Yr A Sys	Public	Office	TX
Dalton College	003956	40	2-Yr Acad	Public		GA
Dana College	002543	32	Gen Bac	Pri-Rel		NE
Daniel Webster College	004731	55	Gen Bac	Pri-Ind		NH
Darton College	001543	40	2-Yr Acad	Public		GA
David Lipscomb College	003486	22	Gen Bac	Pri-Rel		TN
Davidson College	002918	31	Gen Bac	Pri-Rel		NC
Daytona Beach Community College	001475	40	2-Yr Acad	Public	Office	FL
DeKalb College	001562	40	2-Yr Acad	Public		GA
DePaul University	001671	21	Comp Ins	Pri-Rel		IL
DePauw University	001792	31	Comp Ins	Pri-Rel		IN
DeVry Institute of Technology	003099	65	2-Yr Acad	Pri-Ind	Campus	OH
Defiance College	003041	32	Gen Bac	Pri-Rel		OH
Del Mar College	003563	40	2-Yr Acad	Public		TX
Delaware State College	001428	22	Gen Bac	Public		DE
Delaware Technical & Community College - Central	008074		2-Yr A Sys	Public	Office	DE
Delaware Technical & Community College - Southern	007053	40	2-Yr Acad	Public	Campus	DE
Delaware Technical & Community College - Stanton/Wilmington	011387	40	2-Yr Acad	Public	Campus	DE
Delaware Technical & Community College - Terry Campus	011727	40	2-Yr Acad	Public	Campus	DE
Delgado Community College	004626	40	2-Yr Acad	Public	Main	LA

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Delta College	002251	40	2-Yr Acad	Public		MI
Delta State University	002403	21	Comp Ins	Public		MS
Denmark Technical College	005363	40	2-Yr Acad	Public		SC
Des Moines Area Community College	008735	40	2-Yr Acad	Public		IA
Dickinson College	003253	31	Gen Bac	Pri-Ind		PA
Dickinson School of Law	003254	57	Law School	Pri-Ind		PA
Dominican College of Blauvelt	002713	22	Gen Bac	Pri-Ind		NY
Don Bosco College	002602	51	Gen Bac	Pri-Ind		NJ
Dordt Colege Inc	001859	32	Gen Bac	Pri-Ind		IA
Drake University	001860	14	Comp Ins	Pri-Ind		IA
Drew University	002603	31	Doct Ins	Pri-Ind		NJ
Drexel University	003256	14	Comp Ins	Pri-Ind		PA
Drury College	002461	22	Gen Bac	Pri-Ind		MO
Duke University	002920	11	Doct Ins	Pri-Ind		NC
Duquesne University	003258	14	Comp Ins	Pri-Rel		PA
Earlham College	001793	31	Gen Bac	Pri-Rel		IN
East Carolina University	002923	21	Comp Ins	Public	Campus	NC
East Central College	008862	40	2-Yr Acad	Public		MO
East Georgia College	010997	40	2-Yr Acad	Public		GA
East Stroudsburg University	003320	21	Comp Ins	Public		PA
East Tennessee State University	003487	21	Comp Ins	Public		TN
Eastern Illinois University	001674	21	Comp Ins	Public	Campus	IL
Eastern Kentucky University	001963	21	Comp Ins	Public		KY
Eastern Maine Vocational Technical Institute	005277	40	2-Yr Acad	Public	Campus	ME
Eastern Mennonite College and Seminary	003708	32	Gen Bac	Pri-Rel		VA
Eastern Michigan University	002259	21	Comp Ins	Public		MI
Eastern Montana College	002530	21	Gen Bac	Public	Campus	MT
Eastern Washington University	003775	21	Comp Ins	Public		WA
Eastern Wyoming College	003929	40	2-Yr Acad	Public		WY
Eckerd College	001487	31	Gen Bac	Pri-Rel		FL
Eden Theological Seminary	002462	51	Comp Ins	Pri-Ind		MO
Edgewood Collegé	003848	32	Gen Bac	Pri-Rel		WI
Edinboro University of PA	003321	21	Comp Ins	Public		PA
Edison State Community College	012270	40	2-Yr Acad	Public		OH
Edmonds Community College	005001	40	2-Yr Acad	Public		WA
El Paso Community College	010387	40	2-Yr Acad	Public	Office	TX
Elizabeth City State University	002926	22	Gen Bac	Public	Campus	NC
Elizabeth Seton College	002717	40	2-Yr Acad	Pri-Ind		NY
Elizabethtown College	003262	22	Gen Bac	Pri-Ind		PA
Elizabethtown Community College	029207	40	2-Yr Acad	Public	Campus	KY
Elmhurst College	001676	21	Gen Bac	Pri-Ind		IL
Elmira College	002718	22	Comp Ins	Pri-Ind		NY
Elon College	002927	21	Gen Bac	Pri-Ind		NC
Embry-Riddle Aeronautical University	001479	54	Gen Bac	Pri-Ind	Office	FL
Emory University	001564	12	Doct Ins	Pri-Ind		GA
Emory and Henry College	003709	32	Gen Bac	Pri-Rel		VA
Endicott College	002148	40	2-Yr Acad	Pri-Ind		MA
Essex Community College	002070	40	2-Yr Acad	Public		MD
Eugene Bible College	029251	51	Gen Bac	Pri-Rel		OR
Eureka College	001678	32	Gen Bac	Pri-Rel		IL
Everett Community College	003776	40	2-Yr Acad	Public		WA
Evergreen State College	008155	32	Gen Bac	Public		WA
Fairfield University	001385	21	Comp Ins	Pri-Ind		CT
Fairleigh Dickinson University	008222		Comp Ins	Pri-Ind		NJ
Fairmont State College	003812	21	Gen Bac	Public	Campus	WV
Faulkner University	001003	22	2-Yr Acad	Pri-Rel		AL
Ferris State College	002260	21	Gen Bac	Public		MI
Fielding Institute	020961		Other	Pri-Ind		CA
Findlay College	003045	32	Gen Bac	Pri-Rel		OH
Florida Atlantic University	001481	14	Comp Ins	Public		FL
Florida International University	009635	21	Comp Ins	Public		FL
Florida Memorial College	001486	32	Gen Bac	Pri-Ind		FL
Florida State University	001489	12	Doct Ins	Public		FL
Florissant Valley Campus of St. Louis Community College	002470	40	2-Yr Acad	Public	Campus	MO
Floyd Junior College	009507		2-Yr Acad	Public		GA
Foothill-DeAnza Community College District	009020		2-Yr A Sys	Public	Office	CA
Fordham University	002722	13	Doct Ins	Pri-Rel	Main	NY
Forest Park Campus of St. Louis Community College	002471	40	2-Yr Acad	Public	Campus	MO
Forsyth Technical College	005317	40	2-Yr Acad	Public		NC
Fort Hays State University	001915	21	Comp Ins	Public		KS
Fort Lewis College	001353	21	Gen Bac	Public	Campus	CO
Fort Valley State College	001566	22	Gen Bac	Public	Campus	GA
Fort Wayne Bible College	001797	51	Gen Bac	Pri-Rel		IN
Francis Marion College	009296		Gen Bac	Public		SC
Franciscan University of Steubenville	003036	32	Gen Bac	Pri-Rel		OH
Franklin & Marshall College	003265	31	Gen Bac	Pri-Ind		PA
Franklin College of Indiana	001798	32	Gen Bac	Pri-Ind		IN
Franklin Pierce College	002575	22	Gen Bac	Pri-Ind		NH
Fresno Pacific College	001253	32	Comp Ins	Pri-Rel		CA
Front Range Community College	007933	40	2-Yr Acad	Public		CO
Fulton-Montgomery Community College	002867	40	2-Yr Acad	Public	Campus	NY
Fundacion Educativa Ana G Mendez	029078		2-Yr A Sys	Pri-Ind	Office	PR
Furman University	003434	31	Comp Ins	Pri-Ind		SC
GMI Engineering & Management Institute	002262	54	Comp Ins	Pri-Ind		MI
Gainesville College	001567	40	2-Yr Acad	Public		GA
Gannur University	003266	21	Comp Ins	Pri-Rel		PA
Garrett Community College	010014	40	2-Yr Acad	Public		MD
Gateway Technical College	010883	40	2-Yr Acad	Public	Main	WI
Genesee Community College	006782	40	2-Yr Acad	Public		NY
George Mason University	003749	21	Comp Ins	Public		VA
George Washington University	001444	12	Doct Ins	Pri-Ind		DC

INSTITUTION NAME	FICE	CARNEGIE	CLASS	SUPPORT	SYSTEM	STATE
Georgetown University	001445	12	Doct Ins	Pri-Rel		DC
Georgia Military College	001571	40	2-Yr Acad	Public	Main	GA
Georgia Southern College	001572	21	Comp Ins	Public		GA
Georgia Southwestern College	001573	22	Comp Ins	Public		GA
Georgia State University	001574	13	Doct Ins	Public		GA
Germanna Community College	008660	40	2-Yr Acad	Public		VA
Gettysburg College	003268	31	Gen Bac	Pri-Rel		PA
Glenville State College	003813	22	Gen Bac	Public		WV
Golden Gate University	001205	21	Comp Ins	Pri-Ind		CA
Gonzaga University	003778	21	Comp Ins	Pri-Ind		WA
Gordon College	002153	31	Gen Bac	Pri-Ind		MA
Gordon-Conwell Theological Seminary	009747	51	Comp Ins	Pri-Ind		MA
Goucher College	002073	31	Gen Bac	Pri-Ind		MD
Governors State University	009145	21	Comp Ins	Public		IL
Grand Valley State University	002268	21	Comp Ins	Public		MI
Grays Harbor College	003779	40	2-Yr Acad	Public		WA
Green Mountain College	003687	32	2-Yr Acad	Pri-Ind		VT
Greenfield Community College	002169	40	2-Yr Acad	Public		MA
Grinnell College	001868	31	Gen Bac	Pri-Ind		IA
Guilford College	002931	31	Gen Bac	Pri-Rel		NC
Gustavus Adolphus College	002353	31	Gen Bac	Pri-Rel		MN
Hagerstown Junior College	002074	40	2-Yr Acad	Public		MD
Hamilton College	002728	31	Gen Bac	Pri-Ind		NY
Hamline University	002354	31	Gen Bac	Pri-Rel		MN
Hampton University	003714	21	Comp Ins	Pri-Ind		VA
Hanover College	001801	31	Gen Bac	Pri-Rel		IN
Harding University	010311	21	Gen Bac	Pri-Rel	Main	AR
Harris-Stowe State College	002466	58	Gen Bac	Public		MO
Harrisburg Area Community College	003273	40	2-Yr Acad	Public		PA
Hartford College for Women	001386	40	2-Yr Acad	Pri-Ind		CT
Hartford Community College	002075	40	2-Yr Acad	Public		MD
Hartwick College	002729	31	Gen Bac	Pri-Ind		NY
Hastings College	002548	32	Gen Bac	Pri-Rel		NE
Haverford College	003274	31	Gen Bac	Pri-Ind		PA
Henderson State University	001098	21	Comp Ins	Public		AR
Hendrix College	001099	31	Gen Bac	Pri-Rel		AR
Highland Park Community College	002271	40	2-Yr Acad	Public		MI
Hilbert College	002735	40	2-Yr Acad	Pri-Rel		NY
Hiwassee College	003494	40	2-Yr Acad	Pri-Rel		TN
Hobart and William Smith Colleges	002731	31	Gen Bac	Pri-Ind		NY
Hollins College	003715	31	Comp Ins	Pri-Ind		VA
Holy Family College	003275	32	Gen Bac	Pri-Rel		PA
Holyoke Community College	002170	40	2-Yr Acad	Public	Campus	MA
Honolulu Community College	001612	40	2-Yr Acad	Public	Campus	HI
Hope College	002273	31	Gen Bac	Pri-Rel		MI
Horry-Georgetown Technical College	004925	40	2-Yr Acad	Public	Campus	SC
Houghton College	002734	31	Gen Bac	Pri-Rel		NY
Houston Baptist University	003576	21	Comp Ins	Pri-Rel		TX
Houston Community College System	010633	40	2-Yr Acad	Public	Office	TX
Howard Community College	008175	40	2-Yr Acad	Public		MD
Howard University	001448	11	Doct Ins	Pri-Ind		DC
Hudson Valley Community College	002868	40	2-Yr Acad	Public	Campus	NY
Huntington College	001019	32	Gen Bac	Pri-Rel		IN
Husson College	002043	55	Gen Bac	Pri-Ind		ME
Idaho State University	001620	14	Comp Ins	Public		ID
Illinois Benedictine College	001767	22	Gen Bac	Pri-Rel		IL
Illinois Central College	006753	40	2-Yr Acad	Public		IL
Illinois College	001688	32	Gen Bac	Pri-Rel		IL
Illinois College of Optometry	001689	53	Med Relat	Pri-Ind	Office	IL
Illinois Institute of Technology	001691	13	Doct Ins	Pri-Ind	Main	IL
Illinois State University	001692	14	Doct Ins	Public		IL
Illinois Wesleyan University	001696	22	Gen Bac	Pri-Ind		IL
Imperial Valley College	001214	40	2-Yr Acad	Public		CA
Incarnate Word College	003578	32	Comp Ins	Pri-Rel		TX
Indian Hills Community College	008736	40	2-Yr Acad	Public		IA
Indiana State University	009563	14	Comp Ins	Public		IN
Indiana University - Purdue University at Indianapolis	001813	21	Comp Ins	Public	Campus	IN
Indiana University - System Office	008002		Doct Sys	Public	Campus	IN
Indiana University Bloomington	001809	11	Doct Ins	Public	Campus	IN
Indiana University East	001811	40	2-Yr Acad	Public	Campus	IN
Indiana University Northwest	001815	21	Comp Ins	Public	Campus	IN
Indiana University Southeast	001817	21	Gen Bac	Public	Campus	IN
Indiana University at Kokomo	001814	21	Gen Bac	Public	Campus	IN
Indiana University at South Bend	001816	21	Comp Ins	Public	Campus	IN
Indiana University of PA	008810	21	Comp Ins	Public	Campus	PA
Indiana University-Purdue University at Fort Wayne	001812	21	Comp Ins	Public	Campus	IN
Indiana Vocational Technical College	009916		2-Yr N Sys	Public	Office	IN
Institute of Paper Chemistry	005010	54	Comp Ins	Pri-Ind		WI
Institute of Texan Cultures	990221		Other	Public		TX
Institutional Research and Evaluation	990222		Other	Public		LA
Instituto Comercial De Puerto Rico	011940	40	2-Yr Acad	Pri-Ind	Main	PR
Iona College	002737	21	Comp Ins	Pri-Ind		NY
Iowa State University	001869	12	Doct Ins	Public		IA
Iowa Wesleyan College	001871	32	Gen Bac	Pri-Ind		IA
Itawamba Community College	002409	40	2-Yr Acad	Public		MS
Ithaca College	002739	21	Comp Ins	Pri-Ind		NY
J Sargeant Reynolds Community College	003759	40	2-Yr Acad	Public	Office	VA
J. F. Drake State Technical College	005260	40	2-Yr Acad	Public		AL
Jackson State Community College	004937	40	2-Yr Acad	Public	Campus	TN
Jackson State University	002410	21	Comp Ins	Public	Campus	MS
Jacksonville University	001495	22	Comp Ins	Pri-Ind		FL

INSTITUTION NAME	FICE	CARNEGIE	CLASS	SUPPORT	SYSTEM	STATE
Jamestown College	002990	32	Gen Bac	Pri-Rel		ND
Jefferson College	007102	40	2-Yr Acad	Public		MO
Jefferson Technical College	007275	40	2-Yr Acad	Public		OH
Jersey City State College	002613	21	Comp Ins	Public		NJ
John Carroll University	003050	21	Comp Ins	Pri-Rel		OH
John Tyler Community College	004004	40	2-Yr Acad	Public		VA
John Wood Community College	012813	40	2-Yr Acad	Public		IL
Johns Hopkins University	002077	11	Doct Ins	Pri-Ind		MD
Johnson County Community College	008244	40	2-Yr Acad	Public		KS
Johnson State College	003688	32	Gen Bac	Public	Campus	VT
Jones County Junior College	002411	40	2-Yr Acad	Public		MS
Judson College	001700	32	Gen Bac	Pri-Ind		IL
Kalamazoo College	002275	31	Gen Bac	Pri-Ind		MI
Kalamazoo Valley Community College	006949	40	2-Yr Acad	Public		MI
Kansas City Kansas Community College	001925	40	2-Yr Acad	Public		KS
Kansas State University	001928	12	Doct Ins	Public		KS
Kansas Technical Institute	004611	40	2-Yr Acad	Public		KS
Kansas Wesleyan	001929	32	Gen Bac	Pri-Rel		KS
Kapiolani Community College	001613	40	2-Yr Acad	Public	Campus	HI
Kauai Community College	001614	40	2-Yr Acad	Public	Campus	HI
Kearney State College	002551	21	Comp Ins	Public	Campus	NE
Kellogg Community College	002276	40	2-Yr Acad	Public		MI
Kennebec Valley Vocational Technical Institute	009826	40	2-Yr Acad	Public	Campus	ME
Kennesaw State College	001577	21	Gen Bac	Public		GA
Kenrick-Glennon Seminary	002476	51	Other	Pri-Rel		MO
Kent State University	003051	13	Doct Ins	Public	Main	OH
Kent State University, Ashtabula Regional Campus	003052	40	2-Yr Acad	Public	Campus	OH
Kentucky State University	001968	22	Gen Bac	Public		KY
Kenyon College	003065	31	Gen Bac	Pri-Ind		OH
Keystone Junior College	003280	40	2-Yr Acad	Pri-Ind		PA
King College, Inc	003496	31	Gen Bac	Pri-Ind		TN
King's College	002745	32	Gen Bac	Pri-Ind		NY
King's College	003282	22	Gen Bac	Pri-Ind		PA
Kirkwood Community College	004076	40	2-Yr Acad	Public		IA
Kirtland Community College	007171	40	2-Yr Acad	Public		MI
LIFE Bible College	012630	51	Gen Bac	Pri-Rel		CA
La Roche College	003987	22	Gen Bac	Pri-Rel		PA
La Salle University	003287	21	Gen Bac	Pri-Ind		PA
LaGuardia Community College	010051	40	2-Yr Acad	Public	Campus	NY
Laboure College	006324	40	2-Yr Acad	Pri-Rel		MA
Lafayette College	003284	31	Gen Bac	Pri-Ind		PA
Lake City Community College	001501	40	2-Yr Acad	Public		FL
Lake Forest Grad School of Mngmt	029244	55	Other	Pri-Ind		IL
Lake Michigan College	002277	40	2-Yr Acad	Public		MI
Lake Superior State University	002293	21	Gen Bac	Public		MI
Lake Tahoe Community College	012907	40	2-Yr Acad	Public		CA
Lakeland College	003854	32	Gen Bac	Pri-Ind		WI
Lakeshore Technical College	005297	40	2-Yr Acad	Public		WI
Lamar University	003581	21	Comp Ins	Public	Main	TX
Lancaster Bible College	003285	51	Gen Bac	Pri-Ind		PA
Lander College	003435	22	Gen Bac	Public		SC
Lane Community College	003196	40	2-Yr Acad	Public	Main	OR
Laramie County Community College	009259	40	2-Yr Acad	Public		WY
Laredo Junior College	003582	40	2-Yr Acad	Public		TX
Lawrence University	003856	31	Gen Bac	Pri-Ind		WI
Le Moyne College	002748	22	Gen Bac	Pri-Ind		NY
LeMoyne-Owen College	003501	32	Gen Bac	Pri-Rel		TN
LeTourneau College	003584	32	Gen Bac	Pri-Ind		TX
Lee College	003583	40	2-Yr Acad	Public		TX
Lees McRae College Inc	002939	40	2-Yr Acad	Pri-Rel		NC
Leeward Community College	004549	40	2-Yr Acad	Public	Campus	HI
Lehigh County Community College	006810	40	2-Yr Acad	Public		PA
Lenoir Community College	002940	40	2-Yr Acad	Public	Campus	NC
Lewis & Clark College	003197	31	Comp Ins	Pri-Ind		OR
Lincoln Christian College and Seminary	001708	51	Gen Bac	Pri-Ind		IL
Lincoln Memorial University	003502	32	Gen Bac	Pri-Ind		TN
Lindenwood College	002480	22	Comp Ins	Pri-Rel		MO
Linn-Benton Community College	006938	40	2-Yr Acad	Public	Main	OR
Logan College of Chiropractic	004703	53	Gen Bac	Pri-Ind		MO
Loma Linda University - La Sierra Campus	990078		Comp Ins	Pri-Rel	Campus	CA
Loma Linda University - Loma Linda Campus	001218	14	Medical	Pri-Rel	Campus	CA
Long Island University	002751		Comp Ins	Pri-Ind	Office	NY
Longview Community College	009140	40	2-Yr Acad	Public	Campus	MO
Longwood College	003719	21	Gen Bac	Public		VA
Lorain County Community College	003068	40	2-Yr Acad	Public		OH
Loras College	001873	22	Gen Bac	Pri-Rel		IA
Louisiana State University Medical Center	002014	52	Medical	Public	Campus	LA
Louisiana State University and A & M College	002010	11	Doct Ins	Public	Main	LA
Louisiana State University at Alexandria	002011	40	2-Yr Acad	Public	Campus	LA
Louisiana State University at Eunice	002012	40	2-Yr Acad	Public	Campus	LA
Louisville Presbyterian Theological Seminary	001974	51	Comp Ins	Pri-Rel		KY
Loyola College in Maryland	002078	21	Comp Ins	Pri-Rel		MD
Loyola Marymount University	011649	21	Comp Ins	Pri-Ind		CA
Loyola University	002016	21	Comp Ins	Pri-Rel		LA
Loyola University of Chicago	001710	13	Doct Ins	Pri-Rel		IL
Lubbock Christian University	003586	32	Gen Bac	Pri-Rel		TX
Lurleen B Wallace State Junior College	008988	40	2-Yr Acad	Public		AL
Luther College	001874	31	Gen Bac	Pri-Rel		IA
Lutheran Theological Seminary at Gettysburg	003291	51	Spec Relig	Pri-Rel		PA
Lycoming College	003293	32	Gen Bac	Pri-Rel		PA
Lynchburg College	003720	22	Comp Ins	Pri-Rel		VA

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INSTITUTION NAME	FICE	CARNEGIE	CLASS	SUPPORT	SYSTEM	STATE
Lyndon State College	003689	32	Gen Bac	Public	Campus	VT
MacCormac Junior College	001716	40	2-Yr Acad	Pri-Ind		IL
Macalester College	002358	31	Gen Bac	Pri-Ind		MN
Macomb Community College	008319	40	2-Yr Acad	Public		MI
Madison Area Technical College	004007	40	2-Yr Acad	Public	Main	WI
Madisonvill Community College	029213	40	2-Yr Acad	Public	Campus	KY
Madonna College	002282	21	Gen Bac	Pri-Rel		MI
Maine Vocational Technical Institute System Office	990217		2-Yr A Sys	Public	Office	ME
Mallinckrodt College of the North Shore	001718	55	2-Yr Acad	Pri-Rel		IL
Manatee Community College	001504	40	2-Yr Acad	Public		FL
Manchester College	001820	32	Gen Bac	Pri-Rel		IN
Manhattanville College	002760	31	Comp Ins	Pri-Ind		NY
Mankato State University	002360	21	Comp Ins	Public	Campus	MN
Maple Woods Community College	009139	40	2-Yr Acad	Public	Campus	MO
Maricopa Community Colleges	001075		2-Yr A Sys	Public	Office	AZ
Marietta College	003073	32	Gen Bac	Pri-Ind		OH
Marin Community College	006993		2-Yr Acad	Public		CA
Marion College	001822	32	Gen Bac	Pri-Rel		IN
Marist College	002765	21	Gen Bac	Pri-Ind		NY
Marquette University	003863	13	Doct Ins	Pri-Rel		WI
Mars Hill College	002944	32	Gen Bac	Pri-Rel		NC
Marshall University	003815	21	Comp Ins	Public		WV
Mary Baldwin College	003723	32	Gen Bac	Pri-Rel		VA
Marygrove College	002284	32	Comp Ins	Pri-Rel		MI
Maryland College of Art & Design	029116	40	2-Yr Acad	Pri-Ind		MD
Maryland Institute College of Art	002080	56	Gen Bac	Pri-Ind		MD
Marymount College	002768	32	Gen Bac	Pri-Ind		NY
Marymount Palos Verdes College	010474	40	2-Yr Acad	Pri-Ind		CA
Marymount University	003724	22	Gen Bac	Pri-Rel		VA
Maryville College-St. Louis	002482	22	Gen Bac	Pri-Ind		MO
Marywood College	003296	21	Comp Ins	Pri-Rel		PA
Massachusetts Board of Regents of Higher Education	029283		Doct Sys	Public	Office	MA
Massachusetts Institute of Technology	002178	11	Doct Ins	Pri-Ind		MA
Massasoit Community College	002177	40	2-Yr Acad	Public	Campus	MA
Mater Dei College	002771	40	2-Yr Acad	Pri-Ind		NY
Maui Community College	001615	40	2-Yr Acad	Public	Campus	HI
Mayland Technical College	011197	40	2-Yr Acad	Public		NC
Mayville State College	002993	32	Gen Bac	Public		ND
McCormick Theological Seminary	001721	51	Spec Relig	Pri-Rel		IL
McHenry County College	007691	40	2-Yr Acad	Public		IL
McKenzie College	004002	40	2-Yr Acad	Pri-Ind		TN
McPherson College	001933	32	Gen Bac	Pri-Rel		KS
Medical College of Georgia	001579	52	Medical	Public	Campus	GA
Medical College of Hampton Roads	010338	52	Medical	Pri-Ind		VA
Medical College of Ohio at Toledo	007737	52	Medical	Public		OH
Medical College of PA	003398	52	Medical	Pri-Ind		PA
Medical College of Wisconsin	008296	52	Medical	Pri-Ind		WI
Meharry Medical College	003506	52	Medical	Pri-Ind		TN
Memphis State University	003509	13	Doct Ins	Public	Campus	TN
Memphis Theological Seminary	010529	51	Spec Relig	Pri-Rel		TN
Meramec Campus of Saint Louis Community College	002472	40	2-Yr Acad	Public	Campus	MO
Mercer University	001580	21	Comp Ins	Pri-Rel	Office	GA
Mercy College	002772	21	Gen Bac	Pri-Ind		NY
Mercy College of Detroit	002286	22	Gen Bac	Pri-Rel		MI
Meredith College	002945	22	Gen Bac	Pri-Ind		NC
Meridian Junior College	002413	40	2-Yr Acad	Public		MS
Merrimack College	002120	21	Gen Bac	Pri-Rel		MA
Mesa College	001358	32	Gen Bac	Public		CO
Metropolitan Community College	009137		2-Yr NAcad	Public	Office	MO
Metropolitan State College	001360	21	Gen Bac	Public		CO
Metropolitan State University	010374	32	Gen Bac	Public	Campus	MN
Metropolitan Technical Community College	012586	40	2-Yr Acad	Public	Office	NE
Miami-Dade Community College	001506	40	2-Yr Acad	Public		FL
Michigan State University	002290	11	Doct Ins	Public		MI
Michigan Technological University	002292	21	Comp Ins	Public		MI
Mid-Plains Technical Community College Area	029005		2-Yr Acad	Public		NE
Middle Tennessee State University	003510	14	Comp Ins	Public	Campus	TN
Middlesex Community College	009936	40	2-Yr Acad	Public		MA
Middlesex County College	002615	40	2-Yr Acad	Public		NJ
Midland Junior College	009797	40	2-Yr Acad	Public		TX
Midland Lutheran College	002553	32	Gen Bac	Pri-Rel		NE
Midlands Technical College	003993	40	2-Yr Acad	Public		SC
Miles Community College	002528	40	2-Yr Acad	Public		MT
Millersville University of Pennsylvania	003325	21	Comp Ins	Public		PA
Millikin University	001724	22	Gen Bac	Pri-Ind		IL
Mills College	001238	31	Comp Ins	Pri-Ind		CA
Minneapolis College of Art and Design	002365	56	Gen Bac	Pri-Ind		MN
Minnesota Community Colleges System Office	009346		2-Yr N Sys	Public	Office	MN
Minnesota State University System	029070		Other	Public	Office	MN
Minot State University	002994	21	Gen Bac	Public		ND
MiraCosta Community College District	001239	40	2-Yr Acad	Public		CA
Mississippi Gulf Coast Junior College	008763	40	2-Yr Acad	Public		MS
Mississippi State University	002423	12	Doct Ins	Public		MS
Missouri Southern State Colleges	002488	21	Gen Bac	Public		MO
Mitchell College	001393	40	2-Yr Acad	Pri-Ind		CT
Moberly Area Junior College	002491	40	2-Yr Acad	Public		MO
Mohave Community College	011864	40	2-Yr Acad	Public	Office	AZ
Mohawk Valley Community College	002871	40	2-Yr Acad	Public		NY
Molloy College	002775	22	Gen Bac	Pri-Ind		NY
Monmouth College	002616	21	Comp Ins	Pri-Ind		NJ
Monroe Community College	002872	40	2-Yr Acad	Public		NY

INSTITUTION NAME	FICE	CARNEGIE	CLASS	SUPPORT	SYSTEM	STATE
Monroe County Community College	002294	40	2-Yr Acad	Public		MI
Montana College of Mineral Science & Technology	002531	22	Comp Ins	Public	Campus	MT
Montana State University	002532	14	Comp Ins	Public		MT
Montcalm Community College	002295	40	2-Yr Acad	Public		MI
Monterey Institute of International Studies	001241	59	Comp Ins	Pri-Ind		CA
Montgomery College Rockville Campus	002082	40	2-Yr Acad	Public	Office	MD
Montgomery County Community College	004452	40	2-Yr Acad	Public		PA
Montreat-Anderson College	002948	40	2-Yr Acad	Pri-Rel		NC
Moore College of Art	003300	56	Gen Bac	Pri-Ind		PA
Moraine Valley Community College	007692	40	2-Yr Acad	Public		IL
Moravian College	003301	22	Gen Bac	Pri-Ind		PA
Morehead State University	001976	21	Comp Ins	Public		KY
Morehouse School of Medicine	029297	52	Medical	Pri-Ind		GA
Morgan Community College	009981	40	2-Yr Acad	Public	Campus	CO
Morgan State University	002083	21	Comp Ins	Public		MD
Morningside College	001879	32	Gen Bac	Pri-Rel		IA
Morris Brown College	001583	32	Gen Bac	Pri-Rel		GA
Morton College	001728	40	2-Yr Acad	Public		IL
Motlow State Community College	006836	40	2-Yr Acad	Public		TN
Mount Mary College	003869	32	Gen Bac	Pri-Ind		WI
Mount Mercy College	001880	32	Gen Bac	Pri-Rel		IA
Mount Saint Mary's College Inc	002086	22	Gen Bac	Pri-Ind		MD
Mount Union College	003083	32	Gen Bac	Pri-Rel		OH
Mount Vernon College	001452	32	Gen Bac	Pri-Ind		DC
Mount Vernon Nazarene College	007085	32	Gen Bac	Pri-Rel		OH
Mount Wachusett Community College	002172	40	2-Yr Acad	Public		MA
Muhlenberg College	003304	31	Gen Bac	Pri-Rel		PA
Murray State University	001977	21	Comp Ins	Public		KY
Muskegon College	002296	40	2-Yr Acad	Pri-Ind	Campus	MI
Muskingum Area Technical College	008133	40	2-Yr Acad	Public		OH
Muskingum College	003084	32	Gen Bac	Pri-Rel		OH
Napa Valley Community College District	001247	40	2-Yr Acad	Public		CA
Nash Community College	008557	40	2-Yr Acad	Public		NC
Nashotah House	003874	51	Spec Relig	Pri-Rel		WI
Nashville State Technical Institute	008145	40	2-Yr Acad	Public	Campus	TN
National College	004057	55	Gen Bac	Pri-Ind	Main	SD
Nazarene Theological Seminary	002494	51	Gen Bac	Pri-Rel		MO
Nazareth College	002298	32	Gen Bac	Pri-Rel		MI
Nazareth College of Rochester	002779	22	Gen Bac	Pri-Ind		NY
Nebraska Wesleyan University	002555	31	Gen Bac	Pri-Ind		NE
Neosho County Community College	001936	40	2-Yr Acad	Public		KS
Neumann College	003988	31	Gen Bac	Pri-Rel		PA
New England Institute of Technology	007845	54	2-Yr Acad	Pri-Ind		RI
New Hampshire College	002580	55	Comp Ins	Pri-Ind		NH
New Hampshire Vocational Technical College	002582	40	2-Yr Acad	Public	Campus	NH
New Jersey Institute of Technology	002621	54	Comp Ins	Public		NJ
New Mexico Institute of Mining & Technology	002654	54	Comp Ins	Public		NM
New Mexico State University	002657	11	Doct Ins	Public		NM
New Mexico State University at Alamogordo	002658	40	2-Yr Acad	Public	Campus	NM
New River Community College	005223	40	2-Yr Acad	Public		VA
Niagara University	002788	21	Comp Ins	Pri-Ind		NY
Nicholls State University	002005	21	Comp Ins	Public		LA
Nicolet Area Technical College	008919	40	2-Yr Acad	Public		WI
North Arkansas Community College	012261	40	2-Yr Acad	Public	Main	AR
North Carolina A & T State University	002905	21	Comp Ins	Public	Campus	NC
North Carolina School of the Arts	003981	56	Gen Bac	Public	Campus	NC
North Carolina State University	002972	11	Doct Ins	Public	Campus	NC
North Central College	001734	22	Gen Bac	Pri-Rel		IL
North Central Technical College	005313	40	2-Yr Acad	Public		OH
North Dakota State College of Science	002996	40	2-Yr Acad	Public		ND
North Georgia College	001585	22	Comp Ins	Public	Campus	GA
North Iowa Area Community College	001877	40	2-Yr Acad	Public		IA
North Seattle Community College	009704	40	2-Yr Acad	Public	Campus	WA
North Shore Community College	002173		2-Yr Acad	Public	Campus	MA
North Texas State University	003594	13	Doct Ins	Public		TX
Northampton County Area Community College	007191	40	2-Yr Acad	Public		PA
Northcentral Technical College	005387	40	2-Yr Acad	Public		WI
Northeast Louisiana University	002020	21	Comp Ins	Public		LA
Northeast Technical Community College	011667	40	2-Yr Acad	Public		NE
Northeastern Christian Junior College	003307	40	2-Yr Acad	Pri-Rel		PA
Northeastern Illinois University	001693	21	Comp Ins	Public		IL
Northeastern Ohio Universities College of Medicine	029045	52	Medical	Public		OH
Northeastern Oklahoma State University	003161	21	Comp Ins	Public		OK
Northeastern University	002199	14	Comp Ins	Pri-Ind		MA
Northern Arizona University	001082	14	Comp Ins	Public		AZ
Northern Essex Community College	002174	40	2-Yr Acad	Public	Main	MA
Northern Illinois University	001737	13	Doct Ins	Public		IL
Northern Kentucky University	009275	21	Gen Bac	Public		KY
Northern Maine Vocational Technical Institute	005760	40	2-Yr Acad	Public	Campus	ME
Northern Michigan University	002301	21	Comp Ins	Public		MI
Northern State College	003466	21	Gen Bac	Public		SD
Northland College	003875	32	Gen Bac	Pri-Rel		WI
Northland Community College	002385	40	2-Yr Acad	Public		MN
Northwest Community College	003931	40	2-Yr Acad	Public		WY
Northwest Iowa Technical College	004600	40	2-Yr Acad	Public		IA
Northwest Missouri State University	002496	21	Comp Ins	Public		MO
Northwest Technical College	008677	40	2-Yr Acad	Public		OH
Northwestern College	001883	32	Gen Bac	Pri-Rel		IA
Northwestern College	002371	32	Gen Bac	Pri-Ind		MN
Northwestern College of Chiropractic	012328	53	Gen Bac	Pri-Ind		MN
Northwestern Michigan College	002302	40	2-Yr Acad	Public		MI

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Northwestern University	001739	11	Doct Ins	Pri-Ind		IL
Norwich University	003692	22	Gen Bac	Pri-Ind		VT
Nova University	001509	13	Doct Ins	Pri-Ind		FL
Oakland Community College	008760	40	2-Yr Acad	Public	Office	MI
Oakland University	002307	21	Comp Ins	Public		MI
Oakton Community College	009896	40	2-Yr Acad	Public		IL
Oberlin College	003086	31	Gen Bac	Pri-Ind		OH
Ocean County College	002624	40	2-Yr Acad	Public		NJ
Ohio College of Podiatric Medicine	003088	53	Med Relat	Pri-Ind		OH
Ohio Northern University	003089	21	Gen Bac	Pri-Rel		OH
Ohio State University	006883	11	Doct Ins	Public	Main	OH
Ohio University	003100	13	Doct Ins	Public	Main	OH
Ohio University Belmont	003101	40	2-Yr Acad	Public		OH
Okaloosa-Walton Community College	001510	40	2-Yr Acad	Public		FL
Oklahoma Christian College	003165	22	Gen Bac	Pri-Rel		OK
Oklahoma City Community College	010391	40	2-Yr Acad	Public		OK
Oklahoma College of Osteopathic Medicine & Surgery	011282	52	Med Relat	Public		OK
Oklahoma State University	003170	12	Doct Ins	Public	Main	OK
Oklahoma State University Technical Branch - Oklahoma City	003171	40	2-Yr Acad	Public	Campus	OK
Old Dominion University	003728	14	Comp Ins	Public		VA
Olivet Nazarene University	001741	22	Gen Bac	Pri-Rel		IL
Olympic College	003784	40	2-Yr Acad	Public		WA
Orange Coast College	001250	40	2-Yr Acad	Public	Campus	CA
Oregon Graduate Center	008856	59	Other	Pri-Ind		OR
Oregon Health Sciences University	004882	52	Medical	Public	Campus	OR
Oregon Institute of Technology	003211	54	Gen Bac	Public	Campus	OR
Oregon State System of Higher Education	009190		Doct Sys	Public	Office	OR
Oregon State University	003210	11	Doct Ins	Public		OR
Pacific Lutheran University	003785	21	Comp Ins	Pri-Rel		WA
Pacific University	003212		Gen Bac	Pri-Ind		OR
Paine College	001587	32	Gen Bac	Pri-Rel		GA
Palm Beach Atlantic College	008849	32	Gen Bac	Pri-Rel		FL
Palm Beach Junior College	001512	40	2-Yr Acad	Public		FL
Palomar College	001260	40	2-Yr Acad	Public		CA
Parkland College	007118	40	2-Yr Acad	Public		IL
Parks College of St. Louis University	003970	54	Gen Bac	Pri-Rel	Campus	IL
Paul Smith's College of Arts & Sciences	002795	40	2-Yr Acad	Pri-Ind		NY
Pearl River Community College	002430	40	2-Yr Acad	Public	Main	MS
Peirce Junior College	003309	40	2-Yr Acad	Pri-Ind		PA
Pellissippi State Technical Community College	012693	40	2-Yr Acad	Public	Campus	TN
Penn Valley Community College	002484	40	2-Yr Acad	Public	Campus	MO
Pennsylvania State System of Higher Education	029371		Doct Sys	Public	Office	PA
Pennsylvania State University	006965	11	Doct Ins	Public	Main	PA
Pensacola Junior College	001513	40	2-Yr Acad	Public	Main	FL
Peru State College	002559	32	Gen Bac	Public		NE
Philadelphia College of Pharmacy and Science	003353	53	Gen Bac	Pri-Ind		PA
Philadelphia College of Textiles and Science	003354	21	Gen Bac	Pri-Ind		PA
Phillips County Community College	001104	40	2-Yr Acad	Public		AR
Piedmont Bible College	002956	51	Gen Bac	Pri-Ind		NC
Piedmont College	001588	32	Gen Bac	Pri-Ind		GA
Piedmont Virginia Community College	009928	40	2-Yr Acad	Public		VA
Pierce College	005000	40	2-Yr Acad	Public		WA
Pikes Peak Community College	008896	40	2-Yr Acad	Public		CO
Pikeville College	001980	32	Gen Bac	Pri-Rel		KY
Pima County Community College	007266	40	2-Yr Acad	Public	Office	AZ
Pittsburgh Theological Seminary	003356	51	Gen Bac	Pri-Rel		PA
Pitzer College	001172	31	Gen Bac	Pri-Ind		CA
Plymouth State College	002591	21	Gen Bac	Public	Campus	NH
Point Loma Nazarene College	001262	22	Gen Bac	Pri-Rel		CA
Point Park College	003357	21	Gen Bac	Pri-Ind		PA
Ponce School of Medicine	029268	52	Medical	Pri-Ind		PR
Portland Community College	003213	40	2-Yr Acad	Public		OR
Portland State University	003216	14	Comp Ins	Public		OR
Prairie State College	001640	40	2-Yr Acad	Public		IL
Pratt Community College	001938	40	2-Yr Acad	Public		KS
Presbyterian College	003445	32	Gen Bac	Pri-Rel		SC
Presbyterian School of Christian Education	003730	51	Gen Bac	Pri-Rel		VA
Prince George's Community College	002089	40	2-Yr Acad	Public		MD
Princeton Theological Seminary	002626	51	Doct Ins	Pri-Rel		NJ
Principia College	001744	31	Gen Bac	Pri-Ind		IL
Providence College	003406	21	Comp Ins	Pri-Ind		RI
Purdue University Calumet	001827	21	Comp Ins	Public	Campus	IN
Purdue University North Central	001826	21	2-Yr Acad	Public	Campus	IN
Purdue University, West Lafayette	001825	11	Doct Ins	Public	Main	IN
Quincy College	001745	32	Gen Bac	Pri-Rel		IL
Quincy Junior College	002205	40	2-Yr Acad	Pri-Ind		MA
Quinnipiac College	001402	21	Gen Bac	Pri-Ind		CT
Radford University	003732	21	Comp Ins	Public		VA
Randolph-Macon College	003733	31	Gen Bac	Pri-Ind		VA
Rappahannock Community College	009160	40	2-Yr Acad	Public		VA
Reading Area Community College	010388	40	2-Yr Acad	Public		PA
Red Rocks Community College	009543	40	2-Yr Acad	Public		CO
Reformed Bible College	002311	51	Gen Bac	Pri-Ind		MI
Regis College	002206	21	Gen Bac	Pri-Rel		MA
Rensselaer Polytechnic Institute	002803	12	Doct Ins	Pri-Ind		NY
Rhode Island College	003407	21	Comp Ins	Public		RI
Rhode Island School of Design	003409	56	Gen Bac	Pri-Ind		RI
Rich Mountain Community College	012435	40	2-Yr Acad	Public		AR
Richland Community College	010879	40	2-Yr Acad	Public		IL
Richmond Community College	005464	40	2-Yr Acad	Public		NC
Rider College	002628	21	Comp Ins	Pri-Ind		NJ

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Rio Grande College/Community College	003116	22	Gen Bac	Public		OH
Rio Hondo Community College	001269	40	2-Yr Acad	Public		CA
Ripon College	003884	31	Gen Bac	Pri-Ind		WI
Rivier College	002586	22	Comp Ins	Pri-Rel		NH
Roanoke College	003736	32	Gen Bac	Pri-Rel		VA
Robeson Community College	008612	40	2-Yr Acad	Public	Campus	NC
Rochester Institute of Technology	002806	21	Comp Ins	Pri-Ind		NY
Rockefeller University	002807	11	Doct Ins	Pri-Ind		NY
Rockford College	001748	31	Gen Bac	Pri-Ind		IL
Rockhurst College	002499	21	Gen Bac	Pri-Rel		MO
Rocky Mountain College	002534	32	Gen Bac	Pri-Rel		MT
Rollins College	001515	21	Comp Ins	Pri-Ind		FL
Roosevelt University	001749	21	Comp Ins	Pri-Ind		IL
Rosary College	001750	22	Comp Ins	Pri-Rel		IL
Rose-Hulman Institute of Technology	001830	54	Comp Ins	Pri-Ind		IN
Rosemont College	003360	32	Gen Bac	Pri-Rel		PA
Rowan-Cabarrus Community College	005754	40	2-Yr Acad	Public	Campus	NC
Russell Sage College	002810	21	Comp Ins	Pri-Ind	Main	NY
Rust College	002433	32	Gen Bac	Pri-Rel		MS
Rutgers University	006964	11	Doct Ins	Public	Main	NJ
Rutgers University at Newark	002631	14	Comp Ins	Public	Campus	NJ
Sacred Heart University	001403	21	Gen Bac	Pri-Ind		CT
Saint Anselm College	002587	32	Gen Bac	Pri-Rel		NH
Saint Augustine's College	002968	22	Gen Bac	Pri-Rel		NC
Saint Bonaventure University	002817	21	Comp Ins	Pri-Rel		NY
Saint Edward's University	003621	22	Gen Bac	Pri-Ind		TX
Saint Francis College	002820	21	Gen Bac	Pri-Ind		NY
Saint John's College	002093	31	Gen Bac	Pri-Ind	Campus	NM
Saint John's University	002379	31	Gen Bac	Pri-Rel		MN
Saint Joseph College	001409	32	Comp Ins	Pri-Ind		CT
Saint Joseph's College	001833	32	Gen Bac	Pri-Rel		IN
Saint Joseph's University	003367	21	Comp Ins	Pri-Rel		PA
Saint Lawrence University	002829	31	Gen Bac	Pri-Ind		NY
Saint Leo College	001526	21	Gen Bac	Pri-Ind		FL
Saint Martin's College	003794	32	Gen Bac	Pri-Rel		WA
Saint Mary's College	001836	22	Gen Bac	Pri-Rel		IN
Saint Mary's College of California	001302	21	Comp Ins	Pri-Rel		CA
Saint Mary's College of Minnesota	002380	32	Comp Ins	Pri-Rel		MN
Saint Michael's College	003694	22	Comp Ins	Pri-Rel		VT
Saint Paul School of Theology	002509	51	Spec Relig	Pri-Rel		MO
Saint Peter's College	002638	21	Gen Bac	Pri-Ind		NJ
Saint Vincent College	003368	32	Gen Bac	Pri-Rel		PA
Saint Xavier College	001768	22	Gen Bac	Pri-Rel		IL
Salem College	002960	31	Gen Bac	Pri-Rel		NC
Salem State College	002188	21	Comp Ins	Public		MA
Salisbury State University	002091	21	Comp Ins	Public		MD
Salish Kostemai College	029224	40	2-Yr Acad	Pri-Ind		MT
Salt Lake Community College	005220	40	2-Yr Acad	Public		UT
Samford University	001036	21	Comp Ins	Pri-Rel		AL
San Diego Community College District	001273		2-Yr A Sys	Public	Office	CA
San Diego State University	001151	21	Comp Ins	Public	Campus	CA
San Diego State University Foundation	990223		Other	Private	Campus	CA
San Juan College	002660	40	2-Yr Acad	Public		NM
Sandhills Community College	002961	40	2-Yr Acad	Public		NC
Sangamon State University	009333	21	Comp Ins	Public		IL
Sauk Valley Community College	001752	40	2-Yr Acad	Public		IL
Sawyer College of Business	990216		2-Yr Acad	Pri-Ind		OH
Schoolcraft College	002315	40	2-Yr Acad	Public		MI
Scripps College	001174	31	Gen Bac	Pri-Ind		CA
Seattle Community College District Office	010106		2-Yr A Sys	Public	Office	WA
Seattle University	003790	21	Comp Ins	Pri-Ind		WA
Seminole Community College	001520	40	2-Yr Acad	Public		FL
Seminole Junior College	003178	40	2-Yr Acad	Public		OK
Seton Hall University	002632	21	Comp Ins	Pri-Rel	Main	NJ
Seton Hill College	003362	32	Gen Bac	Pri-Rel		PA
Shawnee State University	012748	40	2-Yr Acad	Public		OH
Shenandoah College and Conservatory	003737	32	Gen Bac	Pri-Rel		VA
Sheridan College	003930	40	2-Yr Acad	Public		WY
Shippensburg University	003326	21	Comp Ins	Public		PA
Siena College	002816	21	Gen Bac	Pri-Rel		NY
Siena Heights College	002316	32	Gen Bac	Pri-Rel		MI
Sierra College	001290	40	2-Yr Acad	Public		CA
Simpson College	001291	32	Gen Bac	Pri-Rel		CA
Simpson College	001887	32	Gen Bac	Pri-Ind		IA
Sinclair Community College	003119	40	2-Yr Acad	Public		OH
Skidmore College	002814	31	Gen Bac	Pri-Ind		NY
Slippery Rock University	003327	21	Comp Ins	Public	Campus	PA
Sonoma State University	001156	21	Comp Ins	Public	Campus	CA
South Carolina State Board for Technical and Comprehensive Education	990214		2-Yr N Sys	Public	Office	SC
South Carolina State College	003446	21	Gen Bac	Public		SC
South Central Community College	008037	40	2-Yr Acad	Public		CT
South Dakota Board of Regents	990082		Comp Sys	Public	Office	SD
South Dakota School of Mines and Technology	003470	54	Comp Ins	Public		SD
South Dakota State University	003471	21	Comp Ins	Public		SD
South Florida Community College	001522	40	2-Yr Acad	Public		FL
South Georgia College	001592	40	2-Yr Acad	Public	Campus	GA
South Puget Sound Community College	029046	51	2-Yr Acad	Public		WA
Southeast Community College	029218	40	2-Yr Acad	Public	Campus	KY
Southeast Missouri State University	002501	21	Comp Ins	Public	Office	MO
Southeastern Baptist Theological Seminary	002963	51	Comp Ins	Pri-Rel		NC
Southeastern Oklahoma State University	003179	21	Comp Ins	Public		OK

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Southern Ark. University Tech	007738	40	2-Yr Acad	Public	Campus	AR
Southern Arkansas University	001107	22	Gen Bac	Public	Main	AR
Southern Baptist College	001106	32	2-Yr Acad	Pri-Rel		AR
Southern California College	001293	32	Gen Bac	Pri-Rel		CA
Southern College of Technology	001570	54	Gen Bac	Public		GA
Southern Connecticut State University	001406	21	Comp Ins	Public	Campus	CT
Southern Illinois University at Carbondale	001758	12	Doct Ins	Public	Main	IL
Southern Illinois University at Edwardsville	001759	21	Comp Ins	Public	Campus	IL
Southern Maine Vocational Technical Institute	005525	40	2-Yr Acad	Public	Campus	ME
Southern Oregon State College	003219	21	Comp Ins	Public	Campus	OR
Southern Seminary College	003738	40	2-Yr Acad	Pri-Ind		VA
Southern State Community College	012870	40	2-Yr Acad	Public		OH
Southern Union State Junior College	001040	40	2-Yr Acad	Public		AL
Southern Utah State College	003678	22	Gen Bac	Public		UT
Southern Vermont College	003693	32	Gen Bac	Pri-Ind		VT
Southwest Missouri State University	002503	21	Comp Ins	Public		MO
Southwest State University	002375	22	Gen Bac	Public		MN
Southwestern Baptist Theological Seminary	003617	51	Spec Relig	Pri-Rel		TX
Southwestern College	001940	32	Gen Bac	Pri-Rel		KS
Southwestern Oklahoma State University	003181	21	Comp Ins	Public	Main	OK
Southwestern University	001295	57	Gen Bac	Pri-Ind		CA
Southwestern University	003620	32	Gen Bac	Pri-Rel		TX
Spartanburg Methodist College	003447	40	2-Yr Acad	Pri-Rel		SC
Spartanburg Technical College	003994	40	2-Yr Acad	Public		SC
Spring Arbor College	002318	32	Gen Bac	Pri-Rel		MI
Springfield College	002211	22	Comp Ins	Pri-Ind		MA
Springfield Technical Community College	008078	40	2-Yr Acad	Public		MA
St Clair County Community College	002310	40	2-Yr Acad	Public		MI
St Olaf College	002382	31	Gen Bac	Pri-Rel		MN
St Petersburg Junior College	001528	40	2-Yr Acad	Public	Office	FL
St. Ambrose University	001889	22	Gen Bac	Pri-Rel		IA
St. Catharine College, Inc	001983	40	2-Yr Acad	Pri-Rel		KY
St. Cloud State University	002377	21	Comp Ins	Public	Campus	MN
St. Louis Conservatory and Schools for the Arts	002505	56	Comp Ins	Pri-Ind		MO
St. Mary's University	003623	21	Comp Ins	Pri-Rel		TX
St. Norbert College	003892	22	Gen Bac	Pri-Rel		WI
Stanford University	001305	11	Doct Ins	Pri-Ind		CA
Stark Technical College	010881	40	2-Yr Acad	Public		OH
State Fair Community College	008080	40	2-Yr Acad	Public		MO
State Technical Institute at Memphis	007105	40	2-Yr Acad	Public		TN
State University & Community College System of Tennessee	029031		Doct Sys	Public	Office	TN
State University of New York - Binghamton	002836	13	Doct Ins	Public	Campus	NY
State University of New York - System Office	002834		Doct Sys	Public	Office	NY
State University of New York College at Old Westbury	007109	21	Gen Bac	Public	Campus	NY
State University of New York College of Agriculture & Technology	002856	40	2-Yr Acad	Public	Campus	NY
State University of New York Health Science Center at Brooklyn	002839		Med Relat	Public	Campus	NY
State University of New York at Albany	002835	12	Doct Ins	Public	Campus	NY
State University of New York at Buffalo	002837	12	Doct Ins	Public	Campus	NY
State University of New York, College at Brockport	002841	21	Comp Ins	Public	Campus	NY
State University of New York, College at Cortland	002843	21	Comp Ins	Public	Campus	NY
State University of New York, College at Fredonia	002844	21	Comp Ins	Public	Campus	NY
State University of New York, College at Oneonta	002847	21	Comp Ins	Public	Campus	NY
State University of New York, College at Potsdam	002850	21	Comp Ins	Public	Campus	NY
State University of New York, College of Arts & Sciences at Geneseo	002845	21	Comp Ins	Public	Campus	NY
State University of New York, College of Technology at Alfred	002854	40	2-Yr Acad	Public	Campus	NY
State University of New York, College of Technology at Canton	002855	40	2-Yr Acad	Public	Campus	NY
State University of New York, College of Technology at Utica/Rome	006792	21	Comp Ins	Public	Campus	NY
State University of New York, Maritime College	002853	59	Gen Bac	Public	Campus	NY
State University of New York, Stony Brook	002838	11	Doct Ins	Public	Campus	NY
State University of New York, Syracuse Health Science Center	002840	52	Medical	Public	Campus	NY
Stephen F Austin State University	003624	21	Comp Ins	Public		TX
Stephens College	002512	32	Gen Bac	Pri-Ind		MO
Stetson University	001531	21	Comp Ins	Pri-Rel	Main	FL
Stevens Institute of Technology	002639	14	Doct Ins	Pri-Ind		NJ
Stillman College	001044	32	Gen Bac	Pri-Rel		AL
Stonehill College, Inc	002217	21	Gen Bac	Pri-Rel		MA
Suffolk University	002218	21	Comp Ins	Pri-Ind		MA
Suomi College	002322	40	2-Yr Acad	Pri-Rel		MI
Susquehanna University	003369	22	Gen Bac	Pri-Rel		PA
Swarthmore College	003370	31	Gen Bac	Pri-Ind		PA
Syracuse University	002882	12	Doct Ins	Pri-Ind		NY
Tabor College	001946	32	Gen Bac	Pri-Ind		KS
Tacoma Community College	003796	40	2-Yr Acad	Public		WA
Tarkio College	002513	32	Gen Bac	Pri-Rel	Main	MO
Tarrant County Junior College	008898	40	2-Yr Acad	Public	Office	TX
Taylor University	001838	32	Gen Bac	Pri-Ind		IN
Teachers College, Columbia University	003979	13	Comp Ins	Pri-Ind		NY
Temple University-Personnel Services	003371	12	Doct Ins	Public	Main	PA
Tennessee State University	003522	21	Comp Ins	Public		TN
Tennessee Technological University	003523	14	Comp Ins	Public		TN
Terra Technical College	008278	40	2-Yr Acad	Public		OH
Texas A & M University	010366	11	Doct Ins	Public	Campus	TX
Texas A & M University System	003629		Doct Sys	Public	Office	TX
Texas State Technical Institute	003634	40	2-Yr Acad	Public	Office	TX
Texas Tech University	003644	13	Doct Ins	Public	Campus	TX
Texas Tech University Health Sciences Center	010674	52	Medical	Public	Office	TX
Texas Wesleyan College	003645	22	Gen Bac	Pri-Rel		TX
Thiel College	003376	32	Gen Bac	Pri-Rel		PA
Thomas A Edison State College	011648	21	Gen Bac	Public		NJ
Thomas M Cooley Law School	012627	57	Gen Bac	Pri-Ind		MI
Thomas More College	002001	31	Gen Bac	Pri-Rel		KY

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Thomas Nelson Community College	006871	40	2-Yr Acad	Public	Campus	VA
Three Rivers Community College	004713	40	2-Yr Acad	Public		MO
Tidewater Community College	003712	40	2-Yr Acad	Public	Campus	VA
Tomlinson College	029047	40	2-Yr Acad	Pri-Rel	Main	TN
Tompkins-Cortland Community College	006788	40	2-Yr Acad	Public		NY
Towson State University	002099	21	Comp Ins	Public	Campus	MD
Transylvania University	001987	32	Gen Bac	Pri-Ind		KY
Trenton Junior College	002514	40	2-Yr Acad	Public		MO
Tri-Cities State Technical Institute	029260	40	2-Yr Acad	Public		TN
Tri-State University	001839	32	Gen Bac	Pri-Ind		IN
Trident Technical College	008818	40	2-Yr Acad	Public		SC
Trinidad State Junior College	001368	40	2-Yr Acad	Public	Campus	CO
Trinity Bible College	012059	51	Gen Bac	Pri-Rel		ND
Trinity College	001414	31	Comp Ins	Pri-Ind		CT
Trinity Lutheran Seminary	003044	51	Comp Ins	Pri-Rel		OH
Trinity University	003647	21	Comp Ins	Pri-Rel		TX
Trinity Valley Community College	003572	40	2-Yr Acad	Public	Main	TX
Troy State University	001047	21	Comp Ins	Public	Main	AL
Truckee Meadows Community College	029231	40	2-Yr Acad	Public	Campus	NV
Tufts University	002219	13	Doct Ins	Pri-Ind		MA
Tunxis Community College	009764	40	2-Yr Acad	Public	Campus	CT
Tusculum College	003527	32	Gen Bac	Pri-Rel		TN
USC Coastal Carolina College	003451	21	Gen Bac	Public	Campus	SC
Ulster County Community College	002880	40	2-Yr Acad	Public		NY
Uniformed Services University of the Health Sciences	029169	52	Medical	Public		MD
Union for Experimenting Colleges and Universities	010923	13	Doct Ins	Pri-Ind		OH
United Theological Seminary of the Twin Cities	002386	51	Gen Bac	Pri-Rel		MN
Univ of California - San Francisco	001319	11	Medical	Public	Campus	CA
Univerrsity of Missouri - Rolla	002517	14	Doct Ins	Public	Campus	MO
Universidad Central del Caribe	029229	52	Comp Ins	Pri-Ind		PR
University Of Alabama	001051	13	Doct Ins	Public	Campus	AL
University System of New Hampshire, System Office	008027		Other	Public	Office	NH
University of Akron	003123	13	Doct Ins	Public	Main	OH
University of Alabama at Birmingham	001052	14	Doct Ins	Public	Campus	AL
University of Alabama in Huntsville	001055	21	Comp Ins	Public	Campus	AL
University of Alabama, System Office	029067		Doct Sys	Public	Office	AL
University of Alaska	001063	21	Comp Ins	Public	Office	AK
University of Alaska Juneau	011463	22	Gen Bac	Public	Campus	AK
University of Alaska Southeast	001067	40	2-Yr Acad	Public	Campus	AK
University of Arizona	001083	11	Doct Ins	Public		AZ
University of Arkansas at Fayetteville	001108	13	Doct Ins	Public	Campus	AR
University of Arkansas for Medical Sciences	001109	52	Medical	Public	Campus	AR
University of Baltimore	002102	21	Comp Ins	Public	Campus	MD
University of Bridgeport	001416	21	Comp Ins	Pri-Ind		CT
University of California at Berkeley	001312	11	Doct Ins	Public	Campus	CA
University of California, Los Angeles	001315	11	Doct Ins	Public	Campus	CA
University of California, San Diego	001317	11	Doct Ins	Public	Campus	CA
University of California, Santa Cruz	001321	13	Doct Ins	Public	Campus	CA
University of Central Florida	003954	21	Comp Ins	Public		FL
University of Charleston	003818	22	Gen Bac	Pri-Ind		WV
University of Chicago	001774	11	Doct Ins	Pri-Ind		IL
University of Cincinnati	003125	11	Doct Ins	Public	Main	OH
University of Connecticut	029013	11	Doct Ins	Public		CT
University of Dayton	003127	21	Comp Ins	Pri-Rel		OH
University of Delaware	001431	12	Doct Ins	Pri-Ind	Main	DE
University of Denver	001371	13	Doct Ins	Pri-Ind		CO
University of Dubuque	001891	32	Gen Bac	Pri-Rel		IA
University of Evansville	001795	21	Comp Ins	Pri-Rel		IN
University of Florida	001535	11	Doct Ins	Public	Campus	FL
University of Georgia	001598	11	Doct Ins	Public		GA
University of Hartford	001422	21	Comp Ins	Pri-Ind		CT
University of Hawaii System Administration	007885		Doct Sys	Public	Office	HI
University of Hawaii West Oahu College	029102	32	Gen Bac	Public	Campus	HI
University of Hawaii at Hilo	029020	21	Gen Bac	Public	Campus	HI
University of Hawaii at Manoa	001610	11	Doct Ins	Public	Main	HI
University of Health Sciences/The Chicago Medical School	001659	52	Medical	Pri-Ind		IL
University of Houston	003652	13	Doct Ins	Public	Campus	TX
University of Houston - Clear Lake	011711	21	Comp Ins	Public	Campus	TX
University of Houston-Downtown	012826	21	Gen Bac	Public	Campus	TX
University of Illinois - Central Administration	008001		Doct Sys	Public	Office	IL
University of Illinois at Chicago	001776	11	Doct Ins	Public	Campus	IL
University of Illinois at Urbana - Champaign	001775	11	Doct Ins	Public	Campus	IL
University of Iowa	001892	11	Doct Ins	Public		IA
University of Kansas - Lawrence Campus	001948	12	Doct Ins	Public	Campus	KS
University of Kansas Medical Center	004605	52	Medical	Public	Campus	KS
University of Kentucky	001989	11	Doct Ins	Public		KY
University of La Verne	001216	21	Comp Ins	Pri-Ind		CA
University of Louisville	001999	13	Doct Ins	Public		KY
University of Lowell	002161	21	Comp Ins	Public		MA
University of Maine System Office	008012		Other	Public	Office	ME
University of Maine at Augusta	006760	40	2-Yr Acad	Public	Campus	ME
University of Maine at Farmington	002040	22	Gen Bac	Public	Campus	ME
University of Maine at Fort Kent	002041	32	Gen Bac	Public	Campus	ME
University of Maine at Machias	002055	32	Gen Bac	Public	Campus	ME
University of Maine at Orono	002053	14	Comp Ins	Public	Main	ME
University of Maine at Presque Isle	002033	32	Gen Bac	Public	Campus	ME
University of Mary Hardin-Baylor	003588	32	Gen Bac	Pri-Rel		TX
University of Maryland Baltimore County	002105	14	Comp Ins	Public	Campus	MD
University of Maryland Eastern Shore	002106	32	Gen Bac	Public	Campus	MD
University of Maryland System - Office	007959		Doct Sys	Public	Office	MD
University of Maryland at Baltimore	002104	52	Comp Ins	Public	Campus	MD

INSTITUTION NAME	FICE	CARNEGIE	CLASS	SUPPORT	SYSTEM	STATE
University of Maryland, College Park	002103	11	Doct Ins	Public	Campus	MD
University of Massachusetts	008017		Doct Ins	Public	Office	MA
University of Massachusetts - Amherst	002221	12	Doct Ins	Public	Main	MA
University of Massachusetts Medical Center	009756	52	Medical	Public	Campus	MA
University of Medicine & Dentistry of New Jersey	002620	52	Medical	Public	Office	NJ
University of Michigan	009092	11	Doct Ins	Public	Main	MI
University of Michigan - Dearborn	002326	21	Comp Ins	Public	Campus	MI
University of Minnesota Technical College	004069	40	2-Yr Acad	Public	Campus	MN
University of Minnesota, Duluth	002388	21	Comp Ins	Public	Campus	MN
University of Mississippi Medical Center	004688	52	Medical	Public	Campus	MS
University of Missouri - Columbia	002516	11	Doct Ins	Public	Campus	MO
University of Missouri System	002515		Doct Sys	Public	Office	MO
University of Missouri-St. Louis	002519	14	Comp Ins	Public	Campus	MO
University of Montana	002536	13	Comp Ins	Public		MT
University of Nebraska	008025		Doct Ins	Public	Office	NE
University of Nebraska Medical Center	006895	52	Medical	Public	Campus	NE
University of Nebraska at Omaha	002554	21	Comp Ins	Public	Campus	NE
University of Nebraska-Lincoln	002565	12	Doct Ins	Public	Main	NE
University of Nevada - Las Vegas	002569	21	Comp Ins	Public	Campus	NV
University of Nevada-Reno	002568	14	Doct Ins	Public		NV
University of New Hampshire	002589	14	Doct Ins	Public	Campus	NH
University of New Haven	001397	21	Comp Ins	Pri-Ind		CT
University of New Mexico	010313	11	Doct Ins	Public		NM
University of New Orleans	002015	14	Comp Ins	Public	Campus	LA
University of North Carolina Asheville	002907	21	Gen Bac	Public	Campus	NC
University of North Carolina at Charlotte	002975	21	Comp Ins	Public	Campus	NC
University of North Dakota	003005	14	Doct Ins	Public		ND
University of North Florida	009841	21	Comp Ins	Public		FL
University of Northern Colorado	001349	13	Doct Ins	Public		CO
University of Northern Iowa	001890	21	Comp Ins	Public		IA
University of Notre Dame	001840	13	Doct Ins	Pri-Rel		IN
University of Oklahoma	003184	12	Doct Ins	Public	Main	OK
University of Oklahoma Health Science Center	005889	52	Medical	Public	Campus	OK
University of Oregon	003223	12	Doct Ins	Public		OR
University of Pennsylvania	003378	11	Doct Ins	Pri-Ind		PA
University of Phoenix, Inc	029143	55	Comp Ins	Pri-Ind	Office	AZ
University of Portland	003224	21	Comp Ins	Pri-Rel		OR
University of Puerto Rico Ponce Technical University College	009652	54	Gen Bac	Public	Campus	PR
University of Puerto Rico, Mayaguez Campus	003944	21	Comp Ins	Public	Main	PR
University of Redlands	001322	21	Comp Ins	Pri-Ind		CA
University of Rhode Island	003414	12	Doct Ins	Public		RI
University of Richmond	003744	21	Comp Ins	Pri-Rel		VA
University of Rochester	002894	11	Doct Ins	Pri-Ind		NY
University of San Francisco	001325	14	Comp Ins	Pri-Rel		CA
University of Scranton	003384	21	Comp Ins	Pri-Ind		PA
University of South Alabama	001057	21	Comp Ins	Public		AL
University of South Carolina	003448	12	Doct Ins	Public	Office	SC
University of South Carolina	006951	21	Gen Bac	Public	Campus	SC
University of South Carolina Aiken	003449	22	Gen Bac	Public	Campus	SC
University of South Dakota	010300	14	Doct Ins	Public		SD
University of South Florida	001537	13	Doct Ins	Public	Main	FL
University of Southern California	001328	11	Doct Ins	Pri-Ind		CA
University of Southern Colorado	001365	21	Gen Bac	Public		CO
University of Southern Indiana	001808	21	Gen Bac	Public		IN
University of Southern Maine	009762	21	Comp Ins	Public	Campus	ME
University of Southern Mississippi	002441	13	Doct Ins	Public	Main	MS
University of St Thomas	003654	22	Comp Ins	Pri-Ind		TX
University of Tampa	001538	22	Gen Bac	Pri-Ind		FL
University of Tennessee at Chattanooga	003529	21	Comp Ins	Public	Campus	TN
University of Texas Health Science Center at San Antonio	003659	52	Comp Ins	Public	Campus	TX
University of Texas Medical Branch at Galveston	004952	52	Medical	Public	Campus	TX
University of Texas System Administration	003655		Doct Sys	Public	Office	TX
University of Texas at Dallas	009741	14	Doct Ins	Public	Campus	TX
University of Texas at San Antonio	010115	21	Comp Ins	Public	Campus	TX
University of Texas at Tyler	011163		Gen Bac	Public	Campus	TX
University of Toledo	003131	13	Doct Ins	Public		OH
University of Tulsa	003185	14	Comp Ins	Pri-Ind		OK
University of Vermont	003696	14	Doct Ins	Public		VT
University of Wisconsin - Green Bay	003899	21	Comp Ins	Public	Campus	WI
University of Wisconsin - Milwaukee	003896	13	Doct Ins	Public	Campus	WI
University of Wisconsin - Superior	003925	22	Comp Ins	Public	Campus	WI
University of Wisconsin Oshkosh	009630	21	Comp Ins	Public	Campus	WI
University of Wisconsin System Administration	003894		Doct Sys	Public	Office	WI
University of Wisconsin-Eau Claire	003917	21	Comp Ins	Public	Campus	WI
University of Wisconsin-Madison	003895	11	Doct Ins	Public	Main	WI
University of Wisconsin-Stevens Point	003924	21	Comp Ins	Public	Campus	WI
University of Wisconsin-Whitewater	003926	21	Comp Ins	Public	Campus	WI
University of Wyoming	003932	12	Doct Ins	Public		WY
University of the Arts	990212		Gen Bac	Pri-Ind		PA
University of the District of Columbia	029100	21	Comp Ins	Public		DC
University of the Ozarks	001094	32	Gen Bac	Pri-Ind		AR
University of the Pacific	001329	21	Doct Ins	Pri-Ind	Main	CA
University of the South	003534	31	Gen Bac	Pri-Rel		TN
University of the Virgin Islands	008841		Other	Public	Main	VI
Upper Iowa University	001893	32	Gen Bac	Pri-Ind		IA
Ursuline College	003134	32	Gen Bac	Pri-Rel		OH
Utah State Board of Regents	009339		Doct Sys	Public	Office	UT
Utah Valley Community College	004027	40	2-Yr Acad	Public		UT
Utica College of Syracuse University	002883	22	Gen Bac	Pri-Ind	Campus	NY
Valdosta State College	001599	21	Comp Ins	Public		GA
Valencia Community College	006750	40	2-Yr Acad	Public		FL

Responding Institutions
All Institutions
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INSTITUTION NAME	FICE	CARNEGIE	CLASS	SUPPORT	SYSTEM	STATE
Valley City State University	003008	32	Gen Bac	Public		ND
Valley Forge Military Junior College	003386	40	2-Yr Acad	Pri-Ind		PA
Valparaiso University	001842	21	Comp Ins	Pri-Rel		IN
Vanderbilt University	003535	11	Doct Ins	Pri-Ind		TN
Vassar College	002895	31	Gen Bac	Pri-Ind		NY
Vermont Technical College	003698	40	2-Yr Acad	Public	Campus	VT
Villa Maria College	003387	32	Gen Bac	Pri-Rel		PA
Villa Maria College of Buffalo	002896	40	2-Yr Acad	Pri-Ind		NY
Villanova University	003388	21	Comp Ins	Pri-Rel		PA
Vincennes University	001843	40	2-Yr Acad	Public	Main	IN
Virginia Commonwealth University	003735	12	Doct Ins	Public		VA
Virginia Community College System	008904		2-Yr A Sys	Public	Office	VA
Virginia Polytechnic Institute and State University	003754	11	Doct Ins	Public		VA
Virginia Wesleyan College	003767	32	Gen Bac	Pri-Rel		VA
Vista College	029106	40	2-Yr Acad	Public	Campus	CA
Viterbo College	003911	32	Gen Bac	Pri-Rel		WI
Volunteer State Community College	009912	40	2-Yr Acad	Public	Campus	TN
Wagner College	002899	22	Comp Ins	Pri-Ind		NY
Wake Forest University	002978	21	Comp Ins	Pri-Ind		NC
Waldorf College	001895	40	2-Yr Acad	Pri-Rel		IA
Walsh College of Accountancy & Business Administration	004071	55	Comp Ins	Pri-Ind		MI
Walters State Community College	008863	40	2-Yr Acad	Public		TN
Warren Wilson College	002979	32	Gen Bac	Pri-Rel		NC
Wartburg College	001896	31	Gen Bac	Pri-Rel		IA
Wartburg Theological Seminary	001897	51	Gen Bac	Pri-Rel		IA
Washburn University	001949	21	Gen Bac	Public		KS
Washington College	002108	31	Gen Bac	Pri-Ind		MD
Washington County Vocational Technical Institute	990218		2-Yr NAcad	Public	Campus	ME
Washington State University	003800	12	Doct Ins	Public	Main	WA
Washington Theological Union	010065	51	Gen Bac	Pri-Rel		MD
Washington and Jefferson College	003389	31	Gen Bac	Pri-Ind		PA
Washington and Lee University	003768	31	Gen Bac	Pri-Ind		VA
Washtenaw Community College	002328	40	2-Yr Acad	Public		MI
Waubonsee Community College	006931	40	2-Yr Acad	Public		IL
Waukesha County Technical College	009258	40	2-Yr Acad	Public		WI
Wayne Community College	002980	40	2-Yr Acad	Public		NC
Wayne State University	002329	12	Doct Ins	Public		MI
Waynesburg College	003391	32	Gen Bac	Pri-Rel		PA
Weatherford College	003664	40	2-Yr Acad	Public		TX
Weber State College	003680	21	Gen Bac	Public		UT
Wellesley College	002224	31	Gen Bac	Pri-Ind		MA
Wells College	002901	31	Gen Bac	Pri-Ind		NY
Wenatchee Valley College	003801	40	2-Yr Acad	Public		WA
Wesleyan University	001424	31	Comp Ins	Pri-Ind		CT
West Chester University	003328	21	Comp Ins	Public	Campus	PA
West Georgia College	001601	21	Comp Ins	Public	Campus	GA
West Hills Community College District	001176	40	2-Yr Acad	Public		CA
West Shore Community College	007950	40	2-Yr Acad	Public		MI
West Texas State University	003665	21	Comp Ins	Public		TX
West Valley - Mission Community College District	029139		2-Yr A Sys	Public	Office	CA
West Virginia Board of Regents	990067		Bac Sys	Public	Office	WV
West Virginia Institute of Technology	003825	21	Gen Bac	Public		WV
West Virginia School of Osteopathic Medicine	011245	52	Med Relat	Public		WV
West Virginia Wesleyan College	003830	22	Gen Bac	Pri-Rel		WV
Western Carolina University	002981	21	Comp Ins	Public	Campus	NC
Western Illinois University	001780	21	Comp Ins	Public	Campus	IL
Western Iowa Tech Community College	007316	40	2-Yr Acad	Public		IA
Western Kentucky University	002002	21	Comp Ins	Public		KY
Western Maryland College	002109	31	Comp Ins	Pri-Ind		MD
Western Michigan University	002330	13	Doct Ins	Public		MI
Western Nebraska Community College	004724		2-Yr A Sys	Public	Office	NE
Western Nevada Community College	010363	40	2-Yr Acad	Public	Campus	NV
Western New England College	002226	21	Comp Ins	Pri-Ind		MA
Western Oklahoma State College	003146	40	2-Yr Acad	Public		OK
Western Oregon State College	003209	21	Comp Ins	Public	Campus	OR
Western State College of Colorado	001372	21	Comp Ins	Public	Campus	CO
Western Washington University	003802	21	Comp Ins	Public		WA
Western Wyoming Community College	003933	40	2-Yr Acad	Public		WY
Westmar College	001899	32	Gen Bac	Pri-Rel		IA
Westminster Choir College	002646	56	Comp Ins	Pri-Ind		NJ
Westminster College	002523	32	Gen Bac	Pri-Ind		MO
Westminster College	003392	32	Gen Bac	Pri-Rel		PA
Westminster College of Salt Lake City	003681	32	Gen Bac	Pri-Ind		UT
Westminster Theological Seminary	003393	51	Comp Ins	Pri-Ind		PA
Westmont College	001341	31	Gen Bac	Pri-Ind		CA
Westmoreland County Community College	010176	40	2-Yr Acad	Public		PA
Wheaton College	001781	31	Comp Ins	Pri-Rel		IL
Wheeling Jesuit College, Inc	003831	32	Gen Bac	Pri-Rel		WV
Whitman College	003803	31	Gen Bac	Pri-Ind		WA
Whitworth College	003804	22	Comp Ins	Pri-Rel		WA
Widener University	003313	21	Comp Ins	Pri-Ind	Office	PA
Wilberforce University	003141	32	Gen Bac	Pri-Rel		OH
Wilkes College	003394	21	Comp Ins	Pri-Ind		PA
Willamette University	003227	31	Gen Bac	Pri-Ind		OR
William Carey College	002447	22	Comp Ins	Pri-Rel		MS
William Jewell College	002524	22	Gen Bac	Pri-Rel		MO
William Marsh Rice University	003604	13	Doct Ins	Pri-Ind		TX
William Rainey Harper College	003961	40	2-Yr Acad	Public		IL
Williamsburg Technical College	009322	40	2-Yr Acad	Public	Campus	SC
Williamsport Area Community College	003395	40	2-Yr Acad	Public		PA
Wilmington College	003142	32	Gen Bac	Pri-Rel		OH

Responding Institutions
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INSTITUTION NAME	FICE	CARNEGIE	CLASS	SUPPORT	SYSTEM	STATE
Windward Community College	010390	40	2-Yr Acad	Public	Campus	HI
Wingate College	002985	22	Gen Bac	Pri-Rel		NC
Winona State University	002394	21	Comp Ins	Public	Campus	MN
Winthrop College	003456	21	Comp Ins	Public		SC
Wittenberg University	003143	32	Gen Bac	Pri-Rel		OH
Wood Junior College	002448	40	2-Yr Acad	Pri-Rel		MS
Woodbury University	001343	32	Comp Ins	Pri-Ind		CA
Wor-Wic Tech Community College	029053	40	2-Yr Acad	Public		MD
Worcester Polytechnic Institute	002233	21	Comp Ins	Pri-Ind		MA
World College West	011611	32	Gen Bac	Pri-Ind		CA
Wytheville Community College	003761	40	2-Yr Acad	Public	Campus	VA
Yale University	001426	11	Doct Ins	Pri-Ind		CT
Yavapai College	001079	40	2-Yr Acad	Public	Main	AZ
Youngstown State University	003145	21	Comp Ins	Public		OH

Carnegie Classification and NCES Codes
A Classification of Institutions of Higher Education Definitions

The 1987 Carnegie classification includes all colleges and universities in the United States listed in the 1985-86 *Higher Education General Information Survey of Institutional Characteristics.* It groups institutions into categories on the basis of the level of degree offered--ranging from prebaccalaureate to the doctorate--and the comprehensiveness of their missions. The categories are as follows:

Carnegie Code	
11	**Research Universities I:** These institutions offer a full range of baccalaureate programs, are committed to graduate education through the doctorate degree and give high priority to research. They receive annually at least $33.5 million in federal support for research and development and award at least 50 Ph.D. degrees each year.
12	**Research Universities II:** These institutions offer a full range of baccalaureate programs, are committed to graduate education through the doctorate degree, and give high priority to research. They receive annually between $12.5 million and $33.5 million in federal support for research and development and award at least 50 Ph.D. degrees each year.
13	**Doctorate-Granting Universities I:** In addition to offering a full range of baccalaureate programs, the mission of these institutions includes a commitment to graduate education through the doctorate degree. They award at least 40 Ph.D. degrees annually in five or more academic disciplines.
14	**Doctorate-Granting Universities II:** In addition to offering a full range of baccalaureate programs, the mission of these institutions includes a commitment to graduate education through the doctorate degree. They award annually 20 or more Ph.D. degrees in at least one discipline or 10 or more Ph.D. degrees in three or more disciplines.
21	**Comprehensive Universities and Colleges I:** These institutions offer baccalaureate programs and, with few exceptions, graduate education through the masters degree. More than half of their baccalaureate degrees are awarded in two or more occupational or professional disciplines such as engineering or business administration. All of the institutions in this group enroll at least 2,500 full-time students.
22	**Comprehensive Universities and Colleges II:** These institutions award more than half of their baccalaureate degrees in two or more occupational or professional disciplines, such as engineering or business administration, and many also offer graduate education through the masters degree. All of the colleges and universities in this group enroll between 1,500 and 2,500 full-time students.
31	**Liberal Arts Colleges I:** These highly selective institutions are primarily undergraduate colleges that award more than half of their baccalaureate degrees in arts and science fields.
32	**Liberal Arts Colleges II:** These institutions are primarily undergraduate colleges that are less selective and award more than half of their degrees in liberal arts fields. This category also includes a group of colleges that award less than half of their degrees in liberal arts fields but, with fewer than 1,500 students, are too small to be considered comprehensive.
40	**Two-Year Colleges and Institutes:** These institutions offer certificate or degree programs through the Associate of Arts level and, with few exceptions, offer no baccalaureate degrees.

Professional Schools and Other Specialized Institutions: These institutions offer degrees ranging from the bachelor's to the doctorate. At least 50 percent of the degrees awarded by these institutions are in a single specialized field. Specialized institutions include:

51 **Theological Seminaries, Bible Colleges and Other Institutions Offering Degrees in Religion.** This category includes institutions where the primary purpose of the institution is to offer religious instruction or train members of the clergy.

52 **Medical schools and medical centers.** These institutions award most of their professional degrees in medicine. In some instances, their programs include other health professional schools, such as dentistry, pharmacy, or nursing.

53 **Other separate health profession schools.** Institutions in this category award most of their degrees in such fields as chiropractory, pharmacy, or podiatry.

54 **Schools of engineering and technology.** The institutions in this category award at least a bachelor's degree in programs limited almost exclusively to technical fields of study.

55 **Schools of business and management.** The schools in this category award most of their bachelor's or graduate degrees in business or business-related programs.

56 **Schools of art, music, and design.** Institutions in this category award most of their bachelor's or graduate degrees in art, music, design, architecture or some combination of such fields.

57 **Schools of law.** The schools included in this category award most of their degrees in law. The list includes only institutions that are listed as separate campuses in the Higher Education General Information Survey.

58 **Teachers colleges.** Institutions in this category award most of their bachelor's or graduate degrees in education or education-related fields.

59 **Other specialized institutions.** Institutions in this category include graduate centers, maritime academies, military institutes without liberal arts programs, and institutions that do not fit any other classification category.

Source of data: The 1987 Classification of Institution of Higher Education. Copyright 1987, The Carnegie Foundation for the Advancement of Teaching. Reproduced with permission.

NCES CODES

Common tables for values and ranges of data elements in HEGIS data files. Data names and mnemonics correspond to like names on individual data set descriptions.

AO1 - DOCTORAL-LEVEL INSTITUTIONS WITHOUT MEDICAL SCHOOL
AO2 - DOCTORAL-LEVEL INSTITUTIONS WITH MEDICAL SCHOOL
BO1 - COMPREHENSIVE INSTITUTIONS WITHOUT MEDICAL SCHOOL
BO2 - COMPREHENSIVE INSTITUTIONS WTH MEDICAL SCHOOL
CO1 - GENERAL BACCALAUREATE INSTITUTIONS
DO1 - SPECIALIZED/SCHOOL OF PHILOSOPHY, RELIGION AND THEOLOGY
DO2 - SPECIALIZED/MEDICAL SCHOOLS
DO3 - SPECIALIZED/OTHER HEALTH INSTITUTIONS
DO4 - SPECIALIZED/ENGINEERING SCHOOLS
DO5 - SPECIALIZED/BUSINESS SCHOOLS
DO6 - SPECIALIZED/VISUAL AND PERFORMING ARTS SCHOOLS
DO7 - SPECIALIZED/LAW SCHOOLS
DO8 - SPECIALIZED/EDUCATION SCHOOLS
DO9 - U.S. SERVICE SCHOOLS
D10 - OTHER SPECIALIZED SCHOOLS
D12 - SPECIALIZED/NON-DEGREE GRANTING INSTITUTIONS
EO1 - MULTIPROGRAM TWO-YEAR INSTITUTIONS
EO4 - SINGLE PROGRAM TWO-YEAR INSTITUTIONS

CUPA

1988-89 Administrative Compensation Survey

CONDUCTED BY

College and University Personnel Association

1233 Twentieth Street, NW
Suite 503
Washington, DC 20036
(202) 429-0311

SURVEY QUESTIONNAIRE PACKET

1988-89 CUPA ADMINISTRATIVE COMPENSATION SURVEY

INSTRUCTIONS

PLEASE MAIL THE COMPLETED QUESTIONNAIRE **ONLY** BY SEPTEMBER 30, 1988 TO: **CUPA SURVEYS, P.O. BOX L, PITTSBURGH, PA 15213.** IF YOU HAVE ANY QUESTIONS, PLEASE CALL CUPA AT (202) 429-0311.

I. GENERAL

1. PRINT or TYPE all information.
2. Do not use abbreviations.
3. If the position is vacant, please center "v."
4. Make sure your questionnaire package includes instructions, a listing of survey position descriptions, and a questionnaire form.
5. **Return only the questionnaire form.**
6. To make your task easier, read all instructions first, then detach questionnaire and fill it out using the instructions as a guide.
7. Please read position descriptions.

II. INSTRUCTIONS ON INSTITUTIONAL IDENTIFICATION QUESTIONS (Please make sure that you correctly answer all institutional identification questions. This section is vital for accurate input.)

A. **FICE Identification Code -** First fill in your institution's FICE Code in the upper right hand corner of page one of the questionnaire. Please check to make sure that the Code you provide is correct. This identification code, unique to each institution, is an unstructured number used for statistical purposes. If you are unsure of, or cannot find, the correct FICE Code, CUPA will fill it in for you. (Appendix B to past years' Reports indicates FICE Codes for institutions that have previously participated.)

B. **Institution Identification**

1. *Name/ Address* - Print or type your institution's full name and address including city, state, and zip code. Also provide your own name, title, and telephone number.
2. *Source of Support* - Indicate whether your institution is public, private and religious-group affiliated, or private and independent.
3. *Structure* - Indicate whether the data you report is for personnel primarily associated with a single institution, an administrative office of a system, a main campus heading a system, or a campus within a system. (**Important Note:** If you check "administrative office of a system," please provide systemwide figures for the four parts to Question 4. If you check "main campus heading a system" or "campus within a system," provide individual campus figures in Question 4.)
4. *Size Measures* - Provide four answers, one for each space, indicating your institution's total full-time equivalent enrollment, faculty, administrative staff (i.e., executive, administrative, managerial, and professional as defined by EEO categories 1 and 3), and total 1988-89 operating budget. Total operating budget includes the total institutional budget used for current educational and general operations (including research funds) exclusive of student aid, auxiliary enterprises such as hospitals, service functions, capital funds, and similar activities.

III. SURVEY POSITION INSTRUCTIONS

GENERAL. The positions chosen for the Survey are typical for college and university operations. If you are unsure about the identification of any position, please refer to the "Summary Position Descriptions" that follow. Do not indicate data for a position that is less than 50% time. Report all salaries based on 100% effort (Annualized Salary). Report only current information despite the possibility of future or pending salary changes. For institutions which have several incumbents holding the same titled position, please average those salaries and do not report data on internal/external promotion, sex and minority status.

ANNUALIZED SALARY. Indicate the full-time annualized salary for each position. Report all salaries at full-time (100%) effort. For example: your registrar works part-time, 50% for 12 months a year for a salary of $10,000. For the purposes of the Survey enter $20,000 as the annualized salary.

REPORTING RELATIONSHIP. Please show by each number from the Survey (each position has a separate number) the senior position to which each position reports. For example, the Director of Affirmative Action/Equal Employment is position number 307.00. If that person reports to the Chief Personnel/Human Resources Officer, position number 306.00, you would write 306.00 in the reporting relationship column next to Director of Affirmative Action/Equal Employment.

YEARS OF SERVICE IN PRESENT POSITION. Indicate the number of years that the incumbent has served in this position. Round to the next highest year, using six months as your guide. For example, 5 years, 2 months = 5 years; 7 to 12 months = 1 year; 1-6 months = 0 years. If a position is currently vacant, enter "V" and the minimum salary (if known) at which you are currently advertising/recruiting.

HIRE. The Survey asks whether the person presently occupying each position was promoted or transferred from inside or hired from outside your institution. Circle the "I" if the individual moved to the job from another job within your institution, or circle the "O" if recruited from the outside.

SEX. Indicate by circling "M" (male) or "F" (female) the sex of the person currently serving in each position.

MINORITY. Indicate by circling "Y" (Yes) or "N" (No) whether the person serving in each position is a minority member. A minority for Survey purposes is defined as Black/Afro-American/Negro; Native American/American Indian; Asian American/Oriental; Hispanic American.

PLEASE MAIL THE COMPLETED QUESTIONNAIRE BY SEPTEMBER 30, 1988 TO:

CUPA SURVEYS
P.O. BOX L
PITTSBURGH, PA 15213

(Your speed in returning this questionnaire is essential.)

1988-89 ADMINISTRATIVE COMPENSATION SURVEY
SUMMARY POSITION DESCRIPTIONS

Please review these summary position descriptions before entering compensation figures to ensure reasonable comparability of survey data. When the differences between the summary description and the duties actually performed in the responding institution are substantial, or simply do not apply, no data should be reported. Please note: For purposes of this survey, "Associate" is used to denote second in command. "Assistant" is used to denote positions with program responsibility. Combined responsibility positions such as Director of Personnel and Affirmative Action or Director of Admissions and Financial Aid are listed here the same as individual positions.

EXECUTIVE

101.00 CHIEF EXECUTIVE OFFICER OF A SYSTEM/DISTRICT/MULTICAMPUS OPERATION (PRESIDENT/CHANCELLOR): The principal administrative official responsible for the direction of all operations of a system, district, or multicampus structure.

101.10 ASSISTANT TO THE PRESIDENT OF A SYSTEM/DISTRICT/MULTICAMPUS OPERATION: The senior professional staff assistant to the President/Chancellor.

102.00 CHIEF EXECUTIVE OFFICER OF A SINGLE INSTITUTION (PRESIDENT/CHANCELLOR): The principal administrative official responsible for the direction of all operations of a campus or an institution of higher education (Chief Campus Officer in a system).

102.10 ASSISTANT TO THE PRESIDENT/SINGLE INSTITUTION: The senior professional staff assistant to the President/Chancellor.

103.00 EXECUTIVE VICE PRESIDENT: The principal administrative official, in lieu of the Chief Executive Officer, responsible for the direction of all operations of an institution of higher education. Reports to the Chief Executive Officer.

ACADEMIC

201.00 CHIEF ACADEMIC OFFICER (MAY ALSO BE TITLED PROVOST): The senior administrative official responsible for the direction of the academic program of the institution. Functions typically include teaching, research, extension, admissions, registrar, and library activities. Reports to the Chief Executive Officer.

201.10 DIRECTOR, CONFERENCES: Responsible for the development, promotion, and implementation of institutional (on and off campus) non-credit conferences and seminars.

202.00 CHIEF HEALTH PROFESSIONS OFFICER: The senior administrative official with the responsibility for administration of academic health programs, hospitals, clinics, and affiliated health-care programs.

203.00 DIRECTOR, LIBRARY SERVICES: Directs the activities of all institutional libraries. Functions typically include selection and direction of professional staff, acquisitions, technical services, audio-visual services, and special collections.

202.00 CIRCULATION LIBRARIAN: Senior person responsible for control of lending and shelving operations.

203.20 ACQUISITIONS LIBRARIAN: Senior person responsible for collection development including order and receipt of books, periodicals, etc.

203.30 TECHNICAL SERVICES LIBRARIAN: Senior person responsible for planning and management of library services involving processing, bibliographic control, cataloguing, binding, and repair, etc.

203.40 PUBLIC SERVICES LIBRARIAN: Senior person responsible for planning and management of library services involving interaction with patrons (lending, orientation, bibliographic instruction, audio-visual services, etc.)

203.50 REFERENCE LIBRARIAN: Senior person responsible for developing and managing reference materials and assisting users in researching problems, conducting bibliographic searches, etc.

204.00 DIRECTOR, INSTITUTIONAL RESEARCH: The administrative staff official responsible for the conduct of research and studies on the institution itself. Functions performed or supervised typically include data collection, analysis, reporting, and related staff work in support of decision making.

204.10 ASSOCIATE DIRECTOR, INSTITUTIONAL RESEARCH: The second senior administrative official responsible for the conduct of research and studies on the institution itself.

205.00 DIRECTOR, EDUCATIONAL MEDIA SERVICES: Directs the support area of audio-visual services, which includes purchasing hardware, generating software, and encouraging the use of multimedia learning devices.

206.00 DIRECTOR, LEARNING RESOURCES CENTER: The administrative official with principal responsibility over audio-visual services (educational media) and may include the library as well.

207.00 DIRECTOR, INTERNATIONAL STUDIES EDUCATION: Coordinates academic studies conducted outside the United States; advises students and faculty on international study and travel; and promotes campus activities of an international nature.

208.00 DIRECTOR, COMPUTER CENTER OPERATIONS/ACADEMIC: Directs the institution's academic computing activities.

208.10 ASSOCIATE DIRECTOR, COMPUTER CENTER OPERATIONS/ACADEMIC: The second senior administrative official responsible for the institution's academic computing activities.

209.00 ADMINISTRATOR, GRANTS AND CONTRACTS: Coordinates the administration of research and other programs externally funded by grants and contracts; administers the preparation of proposals and orchestrates the liaison with the funding sources.

210.00-242.00 DEAN or Equivalent Administrative Title (e.g., directors of academic divisions in community colleges): Serves as the principal administrator of the instructional division indicated (i.e., Architecture, Agriculture, Nursing, etc.).

ADMINISTRATIVE

301.00 CHIEF BUSINESS OFFICER: The senior administrative official responsible for the combined functions of administrative and financial affairs. Functions typically include purchasing, physical plant management, property management, auxiliary enterprises, personnel services, investments, accounting, and related matters.

301.01 CHIEF ADMINISTRATION OFFICER: The senior administrative official responsible for administrative affairs. Functions supervised typically include purchasing, physical plant management, property management, personnel services, administrative computing, auxiliary enterprises, and related matters.

301.02 CHIEF FINANCIAL OFFICER: The senior administrative official responsible for the direction of financial affairs. Functions supervised typically include investments, accounting, budgets, and related matters.

301.10 DIRECTOR, HEALTH AND SAFETY: Senior administrative official responsible for the campus environment and/or occupational health and safety program.

301.20 DIRECTOR, TELECOMMUNICATIONS: The administrative official responsible for the institution's telecommunication system, including planning and coordination of voice and data system modifications, equipment installation and operating procedures.

302.00 CHIEF PLANNING OFFICER: The senior administrative official responsible for the direction of long-range planning, and the allocation of resources. Functions typically include budget planning, institutional research and facilities planning, and may also include responsibility for current planning and budgeting, as well as state and federal regulations. Reports to the Executive Officer.

303.00 CHIEF BUDGETING OFFICER: The senior administrative officer responsible for the current budgetary operations. May also include responsibility for long-range planning unless there is a separate planning officer.

303.10 ASSOCIATE BUDGET DIRECTOR: The second senior administrative official responsible for the current budgetary operations.

304.00 CHIEF PLANNING & BUDGET OFFICER: This position combines the major duties and responsibilities as defined in 302.00 and 303.00.

305.00 GENERAL COUNSEL: The principal salaried staff person responsible for advising the institution on its legal rights, obligations, or privileges. May act as agent in various transactions or serve as principal contact with other legal counsel. (Do not report unless on institution's payroll.)

305.10 ASSOCIATE GENERAL COUNSEL: The second senior administrative official responsible for advising the institution on its legal rights.

306.00 CHIEF PERSONNEL/HUMAN RESOURCES OFFICER: The senior administrative official responsible for administering institutional personnel policies and practices for staff and/or faculty. Functions typically include personnel records, benefits, staff employment, wage and salary administration, and, where applicable, labor relations.

306.10 ASSOCIATE DIRECTOR, PERSONNEL/HUMAN RESOURCES: The second senior administrator responsible for administering institutional personnel policies and practices for staff and/or faculty.

306.20 MANAGER, BENEFITS: Responsible for implementing the benefits package for staff and/or faculty, such as medical, dental, long-term disability, retirement, and accidental death.

306.30 MANAGER, TRAINING AND DEVELOPMENT: Directs and coordinates the various training reviews for employees of the institution, which may include in-house training for management and faculty as well as staff.

306.40 MANAGER, EMPLOYEE RELATIONS: Advises and assists staff and/or faculty regarding general personnel policies and procedures such as the grievance procedure, employee relations, affirmative action, and equal opportunity in a *nonunion* setting.

306.50 MANAGER, LABOR RELATIONS: Advises management, faculty and staff on administration of labor union contracts. Negotiates and interprets union contracts, resolves grievances and recommends policies.

306.60 MANAGER, EMPLOYMENT: Responsible for the employment section of a personnel office, including recruiting, interviewing, and placement.

306.70 MANAGER, WAGE AND SALARY/MANAGER, COMPENSATION: Responsible for maintaining classification and pay schedules for the institution. Conducts job audit, salary surveys, and monitors the pay plan.

306.80 MANAGER, PERSONNEL INFORMATION SYSTEMS: Responsible for the payroll/personnel data base, which includes preparing specifications for data base improvements/enhancements, establishing and monitoring production schedules, and coordinating report generation, modifications, and development.

307.00 DIRECTOR, AFFIRMATIVE ACTION/EQUAL EMPLOYMENT: The senior administrative official responsible for the universitywide program designed to ensure equality of opportunity on an individual basis without giving preference in opportunity to any group.

307.10 ASSOCIATE DIRECTOR, AFFIRMATIVE ACTION/EQUAL EMPLOYMENT: The second senior administrative official responsible for the institution-wide program to ensure equality of employment opportunity.

308.00 DIRECTOR OF PERSONNEL AND AFFIRMATIVE ACTION: This position combines the major duties and responsibilities as defined in 306.00 and 307.00.

309.00 DIRECTOR, COMPUTER CENTER: Directs the institution's major computing activities. Functions typically include computer programming, systems studies, and computer operations.

309.10 ASSOCIATE DIRECTOR, COMPUTER CENTER: The second senior administrative official responsible for directing the institution's major computing activities.

309.20 DATA BASE ADMINISTRATOR: Senior person responsible for developing and implementing standards, procedures and controls which ensure the security, reliability and availability of data bases.

309.30 SYSTEMS ANALYST I - (Highest Level): Responsible for designing and structuring the appropriate flow of complex computer systems requiring considerable independent judgement. Position involves no programming responsibility.

309.40 SYSTEMS ANALYST II - (Lowest Level): Responsible for designing and structuring routine programs for computer systems. Position may involve minor programming.

309.50 PROGRAMMER ANALYST I - (Highest Level): Responsible for defining and developing complex computer programs requiring considerable independent judgement.

309.60 PROGRAMMER ANALYST II - (Lowest Level): Responsible for defining and developing routine computer programs in assigned user areas.

310.00 DIRECTOR, COMPUTER CENTER OPERATIONS/ADMINISTRATIVE: Directs the institution's administrative computing activities.

310.10 ASSOCIATE DIRECTOR, COMPUTER CENTER OPERATIONS/ADMINISTRATIVE: The second senior administrative official responsible for the institution's administrative computing activities.

311.00 DIRECTOR, INFORMATION SYSTEMS: The senior official who directs the development, implementation, and maintenance of institutional management information systems. Functions typically include responsibility for developing systems requirements, systems analysis, programming, applications, and coordination with user areas. May also include responsibility for direction of the administrative computer operations.

312.00 CHIEF PHYSICAL PLANT/FACILITIES MANAGEMENT OFFICER: The senior administrative official responsible for the construction, rehabilitation, and maintenance of physical plant facilities. Functions typically include supervision of new construction and remodeling, grounds and building maintenance, power plant operation, and parking.

312.10 ASSOCIATE DIRECTOR, PHYSICAL PLANT/FACILITIES MANAGEMENT: The second senior administrative official responsible for maintenance and operation of all facilities.

312.20 MANAGER, LANDSCAPE AND GROUNDS: Responsible for administration of the institution's landscape and grounds programs. Reevaluates and redesigns existing landscaping.

312.30 MANAGER, BUILDING MAINTENANCE TRADES: Manages the operation of the building craft areas which usually include carpentry, locksmith, painting, sheet metal, welding, masonry, and roof and road functions.

312.40 MANAGER, TECHNICAL TRADES: Manages the operation of the technical trade areas which usually include plumbing, heating, electrical, refrigeration and air conditioning, preventative maintenance, and water plant.

312.50 MANAGER, CUSTODIAL SERVICES: Responsible for the management of institutional custodial services.

312.60 MANAGER, POWER PLANT: Directs the operation and maintenance of the high pressure steam and electrical generating plants and central refrigeration plants and all utility distribution systems.

313.00 COMPTROLLER: Directs accounting, payroll, cashiering, and related functions. May also have responsibility for office services, such as mail and telephone.

313.10 MANAGER, PAYROLL: Supervises the operation of the institution's payroll system.

314.00 DIRECTOR ACCOUNTING: Responsible for the daily operation of the institution's budgetary accounting system.

314.10 STAFF ACCOUNTANT - (Highest Level): Responsible for maintaining, auditing, inspecting, and reporting *complex* financial records of the institution.

314.20 STAFF ACCOUNTANT - (Lowest Level): Responsible for maintaining, auditing, inspecting, and reporting *routine* financial records of the institution.

315.00 BURSAR: Custodian of institutional funds.

315.10 ASSOCIATE BURSAR: The second senior administrative official serving as custodian of institutional funds.

316.00 DIRECTOR, PURCHASING: Conducts central purchasing operations for the institution. Functions typically include preparation of specifications, contracting, bidding, receiving and stores, approval of invoices and related matters.

316.10 ASSOCIATE DIRECTOR, PURCHASING: The second senior administrative official responsible for central purchasing operations for the institution.

317.00 DIRECTOR, BOOKSTORE: Directs the operation of the campus bookstore, usually under the direction of the Chief Business Officer. Functions typically include purchase and sale of new and used books, supplies, and equipment, advertising, employment and supervision of sales staff, maintenance of sales and inventory records, and related matters.

317.10 ASSOCIATE DIRECTOR, BOOKSTORE: The second senior administrative official responsible for bookstore operations.

318.00 DIRECTOR, INTERNAL AUDIT: Directs the advisory function on internal auditing and systems accounts, which serves as an independent appraisal review regarding the physical and administrative operations of the financial areas of the institution.

319.00 DIRECTOR, AUXILIARY SERVICES: Responsible for the management and operation of college support and auxiliary services, typically food service, bookstore, housing, vending, student unions, and printing, but may include a variety of services and operations.

319.10 MANAGER, MAIL SERVICES: Responsible for operation of campus mail services including pick-up and delivery of materials, metering of bulk mail and acquisition of postal permits as needed.

320.00 DIRECTOR, CAMPUS SECURITY: Manages campus police and patrol units; directs campus vehicle traffic and parking: organizes security programs and training as needed.

321.00 DIRECTOR, RISK MANAGEMENT AND INSURANCE: Responsible for the protection of the institution from fortuitous loss. Advises senior management on all potential sources of loss and for decisions on how to best reduce or eliminate loss. Has responsibility for representing the institution to the insurance market.

322.00 ADMINISTRATOR, HOSPITAL MEDICAL CENTER: If your institution has its own hospital or medical center, this administrator is the immediate head of that facility. (If 322.00 is the same official as 202.00, please ignore 322.00).

322.10 DIRECTOR, MEDICAL CENTER PUBLIC RELATIONS/AFFAIRS: Plans and executes the medical center's program of relating to the institution's external public. Promotes the institution's relationship with the media.

322.20 DIRECTOR, MEDICAL CENTER PERSONNEL: Senior administrative official responsible for the Personnel program and staff in a medical center faculty.

EXTERNAL AFFAIRS

401.00 CHIEF DEVELOPMENT OFFICER: The senior administrative official responsible for institutional development programs. Incumbent typically leads the institutional fund-raising and, in the absence of an organizational co-equal specifically assigned to the function, public relations, alumni relations, and information office activities.

401.10 DIRECTOR, ANNUAL GIVING: Plans and executes the institution's campaign for annual gift support from all constituents, including alumni.

401.20 DIRECTOR, CORPORATE/FOUNDATION RELATIONS: Plans and carries out the institution's program of soliciting gifts and grants from corporations and foundations.

401.30 COORDINATOR, RESOURCE DEVELOPMENT: Organizes and oversees the institution's records relating to current and prospective donors, conducts research to discover prospects for gifts, and documents the association of these prospects with the college or university.

401.40 DIRECTOR, ESTATE PLANNING: Plans, organizes, and conducts a comprehensive estate planning and deferred giving program pursuant to the developmental goals of the college or university.

402.00 CHIEF PUBLIC RELATIONS OFFICER: The senior administrative official responsible for public relations programs. Functions typically include public relations, news media relations, legislative relations, alumni relations, and information office services.

402.10 DIRECTOR, GOVERNMENTAL/LEGISLATIVE RELATIONS: Senior administrative official responsible for developing and maintaining effective relations with the state legislature and coordinating college/university lobbying efforts.

403.00 CHIEF DEVELOPMENT AND PUBLIC RELATIONS OFFICER: This position combines the major duties and responsibilities as defined in 401.00 and 402.00.

404.00 DIRECTOR, ALUMNI AFFAIRS: Coordinates contacts and services to alumni; develops and maintains alumni mailing lists and mailings; organizes receptions and other special alumni activities.

405.00 DIRECTOR, DEVELOPMENT AND ALUMNI AFFAIRS: This position combines the major duties and responsibilities as defined in 403.00 and 404.00.

406.00 DIRECTOR, SPECIAL AND DEFERRED GIFTS: Directs specific institutional fund-raising in the areas of special and deferred gifts.

407.00 DIRECTOR, CHURCH RELATIONS: A senior administrative official responsible for relationships between the institution and the ministers and laypersons of the support church(es). (This does not include "chaplain.")

408.00 DIRECTOR, COMMUNITY SERVICES: Directs or coordinates the conduct of special (usually non-credit) educational, cultural, and recreational services to the community.

409.00 DIRECTOR, PUBLICATIONS: Directs the planning, budgeting, writing, design, production, and distribution of institutional publications.

409.10 ASSOCIATE DIRECTOR, PUBLICATIONS: The second senior administrative official responsible for institutional publications.

409.20 MANAGER, PRINTING SERVICES: Responsible for operation of campus printing services including offset printing and bulk xerographic reproduction.

410.00 DIRECTOR, INFORMATION OFFICE: Directs the provision of information about the institution to students, faculty, and the public. Functions typically include news media relations, preparation or review of news releases and photographs, and preparation and distribution of newsletters, magazines, and other publications.

411.00 DIRECTOR, NEWS BUREAU: Prepares and writes news and publicity releases and writes feature stories about institutional events and programs.

STUDENT SERVICES

501.00 CHIEF STUDENT AFFAIRS OFFICER: The senior administrative official responsible for the direction of extra-curricular student life programs. Functions typically include student counseling and testing, student placement, student union relationships with student organizations, and related functions.

502.00 DIRECTOR, ADMISSIONS: The administrative official with primary responsibility for the admission of undergraduates. May also be responsible for the admission of graduate and professional students, or for scholarship administration or similar functions.

502.10 ASSOCIATE DIRECTOR, ADMISSIONS: The second senior administrative official responsible for student admissions.

502.20 ASSISTANT DIRECTOR, ADMISSIONS: Subordinate to the Associate Director with responsibilities for one substantively related area (e.g. recruiting, records).

502.30 ACADEMIC ADVISOR: Advises undergraduate students in the construction of schedules and core curriculum, major, and elective requirements. Assists in registration and drop/add, approves AP credit, and approves transfer credit to satisfy curriculum requirements.

503.00 DIRECTOR, ADMISSIONS & REGISTRAR: This position combines the major duties and responsibilities as defined in 503.00 and 504.00.

504.00 REGISTRAR: The administrative official with principal responsibility for student admissions and records. Functions typically include undergraduate admissions, classroom scheduling, maintenance of student records, and related matters.

504.10 ASSOCIATE REGISTRAR: The second senior administrative official with principal responsibility for the performance of the Registrar's duties.

504.20 ASSISTANT REGISTRAR: Subordinate to the Associate Registrar with responsibilities for one substantively related area (e.g., military/VA registration, international registration).

505.00 DIRECTOR, ADMISSIONS AND FINANCIAL AID: This position combines the major duties and responsibilities as defined in 502.00 and 506.00.

506.00 DIRECTOR, STUDENT FINANCIAL AID: Directs the administration of all forms of student aid. Functions typically include assistance in the application for loans or scholarships; administration of private, state, or federal loan programs; awarding of scholarships and fellowships; and maintenance of appropriate records.

506.10 ASSOCIATE DIRECTOR, STUDENT FINANCIAL AID: The second senior administrative official responsible for the student financial aid activity.

507.00 DIRECTOR, FOOD SERVICES: Administers all institutional food services whether directly managed and operated or catered.

507.10 ASSOCIATE DIRECTOR, FOOD SERVICES: The second senior administrative official responsible for administering all institutional food services.

508.00 DIRECTOR, STUDENT HOUSING: Directs all residence hall operations for students. May also administer off-campus housing programs.

508.10 ASSOCIATE DIRECTOR, STUDENT HOUSING: The second senior official responsible for all residence hall operations for students.

508.20 HOUSING OFFICER/ADMINISTRATIVE OPERATIONS: Responsible for all administrative and fiscal functions in student housing.

508.30 HOUSING OFFICER/RESIDENCE LIFE: Responsible for the supervision and direction of residence life, staff, and student housing.

508.40 HOUSING OFFICER/FAMILY HOUSING: Responsible for direction of married students or family housing facilities and programs.

509.00 DIRECTOR, HOUSING AND FOOD SERVICE: This position combines the major duties and responsibilities as defined in 508.00 and 507.00.

510.00 DIRECTOR, FOREIGN STUDENTS: Recruits and advises foreign students and coordinates academic studies for foreign students on campus.

511.00 DIRECTOR, STUDENT UNION: Directs the operation of a student union building and related student activities. Functions typically include supervision of food service facilities, activities programming, guest rooms, information desk, recreational facilities, and arrangements for special functions or activities.

511.10 ASSOCIATE DIRECTOR, STUDENT UNION: The second senior official responsible for the operation of the student union building and related student activities.

511.20 STUDENT UNION BUSINESS MANAGER: Responsible for the service operation of the student union including fiscal management, purchasing, and building programs.

512.00 DIRECTOR, STUDENT ACTIVITIES: Responsible for coordinating all campus student activities including special events, student organizations, publications, and student government activities.

513.00 DIRECTOR, STUDENT PLACEMENT: Directs the operation of a student placement office to provide job placement and counseling services to undergraduates, graduates, and alumni. May also be responsible for placement of students in part-time jobs or outside the institution.

514.00 DIRECTOR, STUDENT COUNSELING: Directs the provision of counseling and testing services for students.

514.10 ASSOCIATE DIRECTOR, STUDENT COUNSELING: The second senior administrative official responsible for student counseling services.

515.00 DIRECTOR, STUDENT HEALTH SERVICES (PHYSICIAN ADMINISTRATOR): A physician who directs the clinics, medical staff, and other programs that provide institutionally based health services for the student body.

516.00 DIRECTOR, STUDENT HEALTH SERVICES (NURSE ADMINISTRATOR): A nurse who directs the clinics, medical staff, and other programs that provide institutionally based health services for the student body.

517.00 DIRECTOR, CAMPUS MINISTRIES: Plans, coordinates, and directs the pastoral ministry and religious activities of the campus, advises on policies and issues affecting the well-being of the campus community.

518.00 DIRECTOR, ATHLETICS: Directs intramural and intercollegiate athletic programs for men and women. Functions typically include scheduling and contracting for athletic events, employment and direction of athletic coaches, publicity, ticket sales, and equipment and facilities maintenance.

519.00 DIRECTOR, SPORTS INFORMATION: Institutional representative to the media for all athletic activities.

520.00 DIRECTOR, ATHLETICS/MEN: Directs intramural and intercollegiate athletic programs for **MEN ONLY.** Functions typically include scheduling and contracting for athletic events, employment and direction of athletic coaches, publicity, ticket sales, and equipment and facilities maintenance.

521.00 DIRECTOR, ATHLETICS/WOMEN: Directs intramural and intercollegiate athletic programs for **WOMEN ONLY.** Functions typically include scheduling and contracting for athletic events, employment and direction of athletic coaches, publicity, ticket sales, and equipment and facilities maintenance.

522.00 DIRECTOR, CAMPUS RECREATION/INTRAMURALS: Directs all non-varsity and club sports and has responsibility for some facilities including recreational areas.

523.00 DIRECTOR, ENROLLMENT MANAGEMENT: Administrative official responsible for the development of marketing plans for the recruitment and retention of students. Also coordinates institutional efforts in admissions, financial aid, records and registration, and advising.

524.00 DIRECTOR, MINORITY AFFAIRS: Responsible for the direction of counseling programs, cultural affairs, remedial and support programs, and invites minority speakers to campus. May also be responsible for minority housing and intercultural centers.

THIS MARKS THE END OF THE SURVEY INSTRUCTIONS.

PLEASE DETACH, COMPLETE, AND SEND THE FOLLOWING SURVEY QUESTIONNAIRE TO:

CUPA SURVEYS • P.O. BOX L • PITTSBURGH, PA 15213

SURVEY DUE SEPTEMBER 30, 1988

A. FICE CODE _____

THIS COLUMN FOR CUPA USE ONLY

PLEASE REFER TO PRECEDING INSTRUCTIONS

Print or Type. Do not abbreviate. Detach and **mail by September 30, to:** CUPA SURVEYS, P.O. BOX I., Pittsburgh, Pa. 15213. If you have questions, call CUPA at (202) 429-0311.

B. INSTITUTIONAL IDENTIFICATION

1. NAME/ADDRESS

Name of Institution _____

Address of Institution _____ City/State/Zip _____

Respondent _____ Title _____ Telephone _____

_____ 2. SOURCE OF SUPPORT (check one)

a. _____ Public

b. _____ Private, religious group affiliated

c. _____ Private, independent

3. STRUCTURE

a. _____ A single institution

b. _____ An administrative office of a system

c. _____ A main campus heading a system

d. _____ A campus within a system

_____ 4. SIZE MEASURES

Please note for the following four questions: If you checked "administrative office of a system" in Number 3 above, then please answer the questions below with systemwide figures. If you checked either "a main campus heading a system" or "a campus within a system," supply individual campus figures.

a. _____ Total full-time equivalent ENROLLMENT

b. _____ Total full-time equivalent FACULTY

c. _____ Total full-time equivalent ADMINISTRATIVE STAFF (i.e., Executive, Administrative, Managerial, and Professional as defined by EEO categories 1 and 3)

d. _____ Total 1988-89 BUDGET (Budget includes the total institutional budget used for current educational and general operations (including research funds) exclusive of student aid auxiliary enterprises such as hopsitals, service functions, capital funds, and similar activities.)

_____ 5. What is the average percentage pay increase for your administrative staff for salary year 1988-89? (i.e., exempt positions, as defined in question 4c). _____

6. INSTITUTION ASSOCIATION AFFILIATION (Check below)

	YES	NO
Is your institution a member of CUPA?	____	____
Would you like to know more about CUPA and its services to members?	____	____

1988-89

COLLEGE AND UNIVERSITY PERSONNEL ASSOCIATION
ADMINISTRATIVE COMPENSATION SURVEY
(See Survey Position Instructions)

Please provide only the information asked for. Do not make changes (e.g., adding to or crossing out parts of titles). We welcome your comments but please attach them on a separate sheet of paper.

Office or Function and Title	Annualized Salary	Reporting Relationship	Years of Service in Present Position	Internal Promotion or Outside Hire? (circle one)	Sex Male/Fem. (circle one)	Minority Yes/No (circle one)
					M F	Y N
Executive						
101.00 Chief Executive Officer System/District/MultiCampus Operation (President/Chancellor)				I O	M F	Y N
101.10 Assistant to the President of a System/District/MultiCampus Operation				I O	M F	Y N
102.00 Chief Executive Officer of a Single Institution (President/Chancellor)				I O	M F	Y N
102.10 Assistant to the President/Single Institution				I O	M F	Y N
103.00 Executive Vice President				I O	M F	Y N
Academic						
201.00 Chief Academic Officer				I O	M F	Y N
201.10 Director, Conferences				I O	M F	Y N
202.0 Chief Health Professions Officer				I O	M F	Y N
203.00 Director, Library Services				I O	M F	Y N
203.10 Circulation Librarian				I O	M F	Y N
203.20 Acquisitions Librarian				I O	M F	Y N
203.30 Technical Services Librarian				I O	M F	Y N
203.40 Public Services Librarian				I O	M F	Y N
203.50 Reference Librarian				I O	M F	Y N
204.00 Director, Institutional Research				I O	M F	Y N
204.10 Associate Director, Institutional Research				I O	M F	Y N

Office or Function and Title	Annualized Salary	Reporting Relationship	Years of Service in Present Position	Internal Promotion or Outside Hire? (circle one)	Sex Male/Fem. (circle one)	Minority Yes/No (circle one)
205.00 Director, Educational Media Services				I O	M F	Y N
206.00 Director, Learning Resources Center				I O	M F	Y N
207.00 Director, International Studies Education				I O	M F	Y N
208.00 Director, Computer Center Operations/Academic				I O	M F	Y N
208.10 Associate Director, Computer Center Operations/Academic				I O	M F	Y N
209.00 Administrator, Grants and Contracts				I O	M F	Y N
DEANS						
210.00 Architecture				I O	M F	Y N
211.00 Agriculture				I O	M F	Y N
212.00 Arts and Letters				I O	M F	Y N
213.00 Arts and Sciences				I O	M F	Y N
214.00 Business				I O	M F	Y N
215.00 Communications				I O	M F	Y N
216.00 Continuing Education				I O	M F	Y N
217.00 Dentistry				I O	M F	Y N
218.00 Education				I O	M F	Y N
219.00 Engineering				I O	M F	Y N
221.00 Extension				I O	M F	Y N
222.00 Fine Arts				I O	M F	Y N
223.00 Graduate Programs				I O	M F	Y N
224.00 Health-Related Professions				I O	M F	Y N
225.00 Home Economics				I O	M F	Y N

Office or Function and Title	Annualized Salary	Reporting Relationship	Years of Service in Present Position	Internal Promotion or Outside Hire? (circle one)	Sex Male/Fem. (circle one)	Minority Yes/No (circle one)
					M F	Y N
226.00 Humanities				I O	M F	Y N
227.00 Instruction				I O	M F	Y N
228.00 Law				I O	M F	Y N
229.00 Library and Information Sciences				I O	M F	Y N
230.00 Mathematics				I O	M F	Y N
231.00 Medicine				I O	M F	Y N
232.00 Music				I O	M F	Y N
233.00 Nursing				I O	M F	Y N
234.00 Occupational Studies/Vocational Education/Technology				I O	M F	Y N
235.00 Pharmacy				I O	M F	Y N
236.00 Public Health				I O	M F	Y N
237.00 Sciences				I O	M F	Y N
238.00 Social Sciences				I O	M F	Y N
239.00 Social Work				I O	M F	Y N
240.00 Special Programs				I O	M F	Y N
241.00 Undergraduate Programs				I O	M F	Y N
242.00 Veterinary Medicine				I O	M F	Y N
Administrative						
301.00 Chief Business Officer				I O	M F	Y N
301.01 Chief Administration Officer				I O	M F	Y N
301.02 Chief Financial Officer				I O	M F	Y N
301.10 Director, Health and Safety				I O	M F	Y N
301.20 Director, Telecommunications				I O	M F	Y N
302.00 Chief Planning Officer				I O	M F	Y N
303.00 Chief Budgeting Officer				I O	M F	Y N

Office or Function and Title	Annualized Salary	Reporting Relationship	Years of Service in Present Position	Internal Promotion or Outside Hire? (circle one)	Sex Male/Fem. (circle one)	Minority Yes/No (circle one)
303.10 Associate Budget Director				I O	M F	Y N
304.00 Chief Planning and Budget Officer				I O	M F	Y N
305.00 General Counsel				I O	M F	Y N
305.10 Associate General Counsel				I O	M F	Y N
306.00 Chief Personnel/Human Resources Officer				I O	M F	Y N
306.10 Associate Director, Personnel/Human Resources				I O	M F	Y N
306.20 Manager, Benefits				I O	M F	Y N
306.30 Manager, Training and Development				I O	M F	Y N
306.40 Manager, Employee Relations				I O	M F	Y N
306.50 Manager, Labor Relations				I O	M F	Y N
306.60 Manager, Employment				I O	M F	Y N
306.70 Manager, Wage and Salary/Manager, Compensation				I O	M F	Y N
306.80 Manager, Personnel Information Systems				I O	M F	Y N
307.00 Director, Affirmative Action/Equal Employment				I O	M F	Y N
307.10 Associate Director, Affirmative Action/Equal Employment				I O	M F	Y N
308.00 Director, Personnel and Affirmative Action				I O	M F	Y N
309.00 Director, Computer Center				I O	M F	Y N
309.10 Associate Director, Computer Center				I O	M F	Y N
309.20 Data Base Administrator				I O	M F	Y N
309.30 Systems Analyst I (highest level)				I O	M F	Y N
309.40 Systems Analyst II (lowest level)				I O	M F	Y N

Office or Function and Title	Annualized Salary	Reporting Relationship	Years of Service in Present Position	Internal Promotion or Outside Hire? (circle one)	Sex Male/Fem. (circle one)	Minority Yes/No (circle one)
309.50 Programmer Analyst I (highest level)				I O	M F	Y N
309.60 Programmer Analyst II (lowest level)				I O	M F	Y N
310.00 Director, Computer Center Operations/Administrative				I O	M F	Y N
310.10 Associate Director, Computer Center Operations/ Administrative				I O	M F	Y N
311.00 Director, Information Systems				I O	M F	Y N
312.00 Chief, Physical Plant/Facilities Management Officer				I O	M F	Y N
312.10 Associate Director, Physical Plant/Facilities Management				I O	M F	Y N
312.20 Manager, Landscape and Grounds				I O	M F	Y N
312.30 Manager, Building Maintenance Trades				I O	M F	Y N
312.40 Manager, Technical Trades				I O	M F	Y N
312.50 Manager, Custodial Services				I O	M F	Y N
312.60 Manager, Power Plant				I O	M F	Y N
313.00 Comptroller				I O	M F	Y N
313.10 Manager, Payroll				I O	M F	Y N
314.00 Director, Accounting				I O	M F	Y N
314.10 Staff Accountant (highest level)				I O	M F	Y N
314.20 Staff Accountant (lowest level)				I O	M F	Y N
315.00 Bursar				I O	M F	Y N
315.10 Associate Bursar				I O	M F	Y N
316.00 Director, Purchasing				I O	M F	Y N

Office or Function and Title	Annualized Salary	Reporting Relationship	Years of Service in Present Position	Internal Promotion or Outside Hire? (circle one)	Sex Male/Fem. (circle one)	Minority Yes/No (circle one)
					M F	Y N
316.10 Associate Director, Purchasing				I O	M F	Y N
317.00 Director, Bookstore				I O	M F	Y N
317.10 Associate Director, Bookstore				I O	M F	Y N
318.00 Director, Internal Audit				I O	M F	Y N
319.00 Director, Auxiliary Services				I O	M F	Y N
319.10 Manager, Mail Services				I O	M F	Y N
320.00 Director, Campus Security				I O	M F	Y N
321.00 Director, Risk Management and Insurance				I O	M F	Y N
322.00 Administrator, Hospital Medical Center				I O	M F	Y N
322.10 Director, Medical Center Public Relations/Affairs				I O	M F	Y N
322.20 Director, Medical Center Personnel				I O	M F	Y N
External Affairs						
401.00 Chief Development Officer				I O	M F	Y N
401.10 Director, Annual Giving				I O	M F	Y N
401.20 Director, Corporate/ Foundation Relations				I O	M F	Y N
401.30 Coordinator, Resource Development				O	M F	Y N
401.40 Director, Estate Planning				I O	M F	Y N
402.00 Chief Public Relations Officer				I O	M F	Y N
402.10 Director, Governmental/ Legislative Relations				I O	M F	Y N
403.00 Chief Development and Public Relations Officer				I O	M F	Y N

Office or Function and Title	Annualized Salary	Reporting Relationship	Years of Service in Present Position	Internal Promotion or Outside Hire? (circle one)	Sex Male/Fem. (circle one)	Minority Yes/No (circle one)
404.00 Director, Alumni Affairs				I O	M F	Y N
405.00 Director, Development and Alumni Affairs				I O	M F	Y N
406.00 Director, Special and Deferred Gifts				I O	M F	Y N
407.00 Director, Church Relations				I O	M F	Y N
408.00 Director, Community Services				I O	M F	Y N
409.00 Director, Publications				I O	M F	Y N
409.10 Associate Director, Publications				I O	M F	Y N
409.20 Manager, Printing Services				I O	M F	Y N
410.00 Director, Information Office				I O	M F	Y N
411.00 Director, News Bureau				I O	M F	Y N
Student Services						
501.00 Chief Student Affairs Officer				I O	M F	Y N
502.00 Director, Admissions				I O	M F	Y N
502.10 Associate Director, Admissions				I O	M F	Y N
502.20 Assistant Director, Admissions				I O	M F	Y N
502.30 Academic Advisor				I O	M F	Y N
503.00 Director, Admissions and Registrar				I O	M F	Y N
504.00 Registrar				I O	M F	Y N
504.10 Associate Registrar				I O	M F	Y N
504.20 Assistant Registrar				I O	M F	Y N
505.00 Director, Admissions and Financial Aid				I O	M F	Y N

Office or Function and Title	Annualized Salary	Reporting Relationship	Years of Service in Present Position	Internal Promotion or Outside Hire? (circle one)	Sex Male/Fem. (circle one)	Minority Yes/No (circle one)
506.00 Director, Student Financial Aid				I O	M F	Y N
506.10 Associate Director, Student Financial Aid				I O	M F	Y N
507.00 Director, Food Services				I O	M F	Y N
507.10 Associate Director, Food Services				I O	M F	Y N
508.00 Director, Student Housing				I O	M F	Y N
508.10 Associate Director, Student Housing				I O	M F	Y N
508.20 Housing Officer/Administrative Operations				I O	M F	Y N
508.30 Housing Officer/Residence Life				I O	M F	Y N
508.40 Housing Officer/Family Housing				I O	M F	Y N
509.00 Director, Housing and Food Service				I O	M F	Y N
510.00 Director, Foreign Students				I O	M F	Y N
511.00 Director, Student Union				I O	M F	Y N
511.10 Associate Director, Student Union				I O	M F	Y N
511.20 Student Union Business Manager				I O	M F	Y N
512.00 Director, Student Activities				I O	M F	Y N
513.00 Director, Student Placement				I O	M F	Y N
514.00 Director, Student Counseling				I O	M F	Y N
514.10 Associate Director, Student Counseling				I O	M F	Y N
515.00 Director, Student Health Services (Physician Administrator)				I O	M F	Y N
516.0 Director, Student Health Services (Nurse Administrator)				I O	M F	Y N
517.00 Director, Campus Ministries				I O	M F	Y N

Office or Function and Title	Annualized Salary	Reporting Relationship	Years of Service in Present Position	Internal Promotion or Outside Hire? (circle one)	Sex Male/Fem. (circle one)	Minority Yes/No (circle one)
518.00 Director, Athletics				I O	M F	Y N
519.00 Director, Sports Information				I O	M F	Y N
520.00 Director, Athletics/Men				I O	M F	Y N
521.00 Director, Athletics/Women				I O	M F	Y N
522.00 Director, Campus Recreation/Intramurals				I O	M F	Y N
523.00 Director, Enrollment Management				I O	M F	Y N
524.00 Director, Minority Affairs				I O	M F	Y N

PLEASE MAIL THE COMPLETED QUESTIONNAIRE
BY SEPTEMBER 30, 1988 TO:

CUPA SURVEYS
P.O. BOX L
PITTSBURGH, PA 15213

SPECIAL STUDY ORDER FORM
CUPA ADMINISTRATIVE COMPENSATION SURVEY

Please read through entire form before filling it out. Print or type all information. Please use a SEPARATE FORM for each report you order. All requests for Special Studies should be sent to CUPA, 1233 20th St., N.W., Suite 503, Washington, D.C. 20036. FAX (201) 429-0149. Normally, reports will be received by the requesting institution within 10 days after the CUPA national office receives request and payment. If you have any questions, contact the Manager of Membership Services, at (202) 429-0311.

Fees for standard studies are $200 for CUPA members who participated in the 1988-89 survey; $275 for CUPA members who did not participate and for non-members who did participate; $350 for non-member institutions who did not participate and other non-profit organizations; and $500 for all others. Fees for studies not listed above are negotiable with CUPA on a case-by-case basis.

Name_____Title_____

Institution_____Phone ( )_____

Mailing Address_____

City, State, Zip_____

Did your institution participate in the 1988-89 survey? ☐ Yes ☐ No

Is your institution a member of CUPA? ☐ Yes ☐ No

Have you ever ordered a Special Study before? ☐ Yes ☐ No

Do you want data from: ☐ 1988-89 Survey
(Please check one) ☐ 1987-88 Survey

Types of Data Displays (Check only one. Please use a separate form for each additional display desired.)

_____ 1. Median Salary Display with Percentile Data (See Table 5)
_____ 2. Median Years-of-service Display with Percentile Data (same display format as Table 5, but includes years-of-service data only)
_____ 3. Internal/External Hire Comparison Display (see Table 25 and Table 26)
_____ 4. Minority/nonminority Comparison Display (see Table 27 and Table 28)
_____ 5. Male/Female Comparison Display (see Table 29 and Table 30)
_____ 6. Distribution of Salaries Display (see Table 37)
_____ 7. Percent of CEO Salary Display
_____ 8. Reporting Relationship Frequency Display and Histogram
_____ 9. Listing of Individual Salaries by Position (mean salary provided)
_____ 10. Other (Please explain on a separate page. Additional costs may be incurred.)

If you wish to receive data displays based on general institutional characteristics only, complete Section I. If you wish to specify a list of institutions only, complete Section II. DO NOT COMPLETE BOTH SECTIONS unless you want to base your search on both an institutional list and a characteristics list.

Section I

Please answer only those questions which pertain to your request--you are not required to respond to all of the questions.

1. SYSTEM STRUCTURE (Check as many as desired)
   - A. ☐ A single institution
   - B. ☐ An administrative office of a system
   - C. ☐ A main campus of a system
   - D. ☐ A campus within a system

2. NCES CLASSIFICATION (for further classification, see Appendix C-check as many as desired)
   - A. ☐ Doctorate Institution (Class I)
   - B. ☐ Comprehensive Institution (Class IIA)
   - C. ☐ General Baccalaureate Institution (Class IIB)
   - D. ☐ Two-Year Institutions with Academic Rank (Class III)
   - E. ☐ Other _____(please specify codes from Appendix B)

   CARNEGIE CLASSIFICATION _____(Please specify code from Appendix B)

3. SOURCE OF SUPPORT (Check as many as desired)
   - A. ☐ Public
   - B. ☐ Private, religious group affiliated
   - C. ☐ Private, independent

4. EDUCATION AND GENERAL BUDGET (Specify number OR range)
   - A. Less than $_____
   - B. More than $_____
   - C. Between $_____ and $_____

5. FTE ENROLLMENT (specify number OR range)
   - A. Less than _____
   - B. More than _____
   - C. Between _____ and _____

6. FTE FACULTY (Specify number OR range)
   - A. Less than _____
   - B. More than _____
   - C. Between _____ and _____

7. GEOGRAPHIC AREA

   States (Please do not abbreviate)

_____

_____

Section II

In order for a study requesting specific institutions to be completed, all of the institutions must have participated in the 1988-89 Administrative Compensation Survey. Please see Appendix A, "Responding Institutions," to ensure that the desired institutions participated. To maintain confidentiality of the data please choose 10 or more institutions and list the institutional name, campus (if applicable), city/state, and the FICE Code. (Attach additional sheets if necessary.) Your institution's date will be included only if specifically requested. If you wish to receive data from a prior survey, check the "Responding Institutions" section of the Survey Report for that year to confirm participation.

INSTITUTION	FICE	INSTITUTION	FICE

Mail this form and a check payable to: **CUPA, 1233 20th St., N.W., Suite 503, Washington, D.C. 20036.**
Please use a separate form for each study ordered.

CUPA ADMINISTRATIVE COMPENSATION SURVEY
SALARY COMPARISON WORKSHEET

This worksheet is designed to facilitate comparison of institutional and survey salaries for positions in the primary and/or secondary survey groups. Positions to be compared should be listed in the appropriate Job Family Group along with the corresponding 1988-89 salaries paid by your institution. CUPA salaries should be listed from the comparison table which most nearly matches the size and type of your institution. (GENERAL TABLES SHOULD NOT BE USED.) The Comparison Percentage is then calculated by dividing Institutional Salary by the CUPA Survey Salary. Institutions desiring comparison with a specific group of colleges or universities may request this comparison as a Special Study by contacting CUPA at 1233 20th St., N.W., Suite 503, Washington, D.C. 20036.

I. Executive

Pos. No.	Title	88-89 Inst. Salary	Comparable CUPA Salary	Comparison % (I. Sal./CUPA Sal.)
	Group Total			

II. Academic

Pos. No.	Title	88-89 Inst. Salary	Comparable CUPA Salary	Comparison % (I. Sal./CUPA Sal.)
	Group Total			

III. Administrative

Pos. No.	Title	88-89 Inst. Salary	Comparable CUPA Salary	Comparison % (I. Sal./CUPA Sal.)
	Group Total			

IV. External Affairs

Pos. No.	Title	88-89 Inst. Salary	Comparable CUPA Salary	Comparison % (I. Sal./CUPA Sal.)
	Group Total			

V. Student Services

Pos. No.	Title	88-89 Inst. Salary	Comparable CUPA Salary	Comparison % (I. Sal./CUPA Sal.)
	Group Total			
	Overall Total			

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A3900-4

1988-89 National Faculty Salary Survey by Discipline and Rank

in Private Colleges and Universities

College and University Personnel Association
1233 20th St., N.W., Suite 503
Washington, D.C. 20036

In Conjunction With

Appalachian State University
Boone, North Carolina 28608

The College and University Personnel Association (CUPA) is an international network of more than 4,000 personnel administrators representing more than 1,300 colleges and universities. Through regular and special publications and studies, CUPA works to keep its members informed of the latest legal, legislative, and regulatory developments affecting personnel administration, as well as trends and innovative policies and practices in the field. Services include a semimonthly newsletter, a journal, an annual conference, regional meetings, and seminars on timely topics of special interest to the personnel profession. CUPA is an AA/EEO employer. For further information, contact, CUPA, 1233 Twentieth St., N.W., Suite 503, Washington, D.C., 20036, (202) 429-0311.

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ACKNOWLEDGEMENTS

This CUPA 1988-89 National Faculty Salary Survey by Discipline and Rank in Private Colleges and Universities has been a collegial undertaking in the best sense of the term. The College and University Personnel Association, headquartered in Washington, D.C., cooperated with Appalachian State University in Boone, North Carolina to produce this survey report.

Special thanks go to CUPA Executive Director Dr. Richard C. Creal, Martha Provenzano, Manager of Membership Services, and to the CUPA Executive Committee for their continued support of this national survey. Appreciation is also sincerely expressed to all of the members of the CUPA Academic Personnel Council over the past few years for their enthusiasm and insights.

At Appalachian State University Chancellor John E. Thomas and Dr. Harvey R. Durham, Provost and Vice Chancellor for Academic Affairs, supported the study through graduate student research assistants. This survey could not have been completed without the chancellor's and provost's professional interest and budgetary support. The following valued colleagues at Appalachian State University ably served as co-researchers and co-authors of this survey report:

Kristin Lyn Anderson, M.A. graduate student in human development and psychological counseling,

Sandhya Githa Maharaj, Ed.S. graduate student in student development, and

Maryon Louise Urquhart, M.A. graduate student in industrial/organizational psychology.

M.L. Gilliam, Office of Institutional Research, Oklahoma State University, served as co-director of the project and provided the final crucial link in the effort. This survey used his model for both collecting and analyzing the data.

Finally, very special thanks go to those 470 private college and university presidents and chancellors who participated in this survey.

Richard D. Howe, Director
CUPA Faculty Salary Surveys
Appalachian State University
Boone, North Carolina 28608
704/262-2124

EXECUTIVE SUMMARY

For the seventh straight year (1982-83 through 1988-89) the College and University Personnel Association in Washington, D.C., in conjunction with Appalachian State University in Boone, North Carolina, has researched and produced an annual survey of faculty salaries by discipline and rank in the nation's private colleges and universities. This current survey, the CUPA 1988-89 National Faculty Salary Survey by Discipline and Rank in Private Colleges and Universities, involved 470 private colleges and universities.

Five additional disciplines have been added to the survey during the past two years. In 1986-87 the survey consisted of 46 disciplines. The following three disciplines were added in 1987-88: Allied Health, Engineering and Engineering-Related Technologies, and Protective Services. The two disciplines added this year, 1988-89, are Occupational Therapy and Physical Therapy, bringing the current total to 51 disciplines.

A "broad brush" comparison of increases in annual overall salary averages for all ranks in the surveys of private colleges and universities over the last five years (including the "base year" of 1984-85) are listed below. Please note that although a majority of the participating colleges and universities are the same in each of the five years, there is a significant minority of colleges and universities which are different.

SURVEY YEAR:	"Base Year" 1984-85	1985-86	1986-87	1987-88	1988-89
NUMBER OF INSTITUTIONS:	446	440	478	475	470
NUMBER OF FACULTY:	42,568	38,890	46,597	45,544	45,698
AVERAGE SALARY FOR ALL RANKS:	$29,005	$29,768	$31,849	$34,444	$35,874
PERCENTAGE INCREASE OF SALARY ANNUALLY:	0.00%	2.63%	6.99%	8.15%	4.15%

The reader should note that "special studies," "tailored studies," and "percentile rank studies," all based on relevant data from the annual surveys, may be requested from CUPA for nominal fees. These studies of 10 or more similar-type institutions rather than the average annual salary for all ranks, may be more applicable to the line administrator who propounds salary considerations. (Note that confidentiality is retained by CUPA with no cell data being reported which has less than three elements, and no individual institutional names are reported.)

Finally, for those persons interested in salary changes within individual disciplines over time, "rolling" three-year salary-trend studies have been written annually for all the applicable disciplines beginning in 1986 for the years of 1982-83 through 1985-86, etc. These articles have been accepted in the national ERIC publication: Resources in Education.

INTRODUCTION

The Background

The College and University Personnel Association (CUPA) is dedicated to supporting human resource professionals associated with higher education around the world by disseminating current theory, methodology, and research results on personnel issues.

In 1974, the CUPA Board of Directors proposed establishing a survey of faculty compensation (page 2, CUPA Wingspread Conference, March 1977; and September 1977, Chairman's Report). The CUPA Faculty and Staff Relations Council took responsibility for planning, developing, and conducting a pilot model of faculty salaries by discipline and by rank. In 1980, the Council developed a pilot faculty salary questionnaire, along with rationale, instructions, and definitions. They sent the questionnaire to colleagues in 13 diverse CUPA colleges and universities who critiqued it. A review of the respondents' comments indicated that a model already in use by Oklahoma State University best met survey needs. The results of the critique process were submitted by the Council to the CUPA Board of Directors for approval. Once the Board granted permission, CUPA representatives met with appropriate officials at the American Association of State Colleges and Universities (AASCU) to mount a pilot survey of 21 general and specific disciplines among the AASCU members. Later, during 1982-83, a similar-type survey but with many more disciplines/program areas, was mounted for private colleges and universities with 299 institutions participating. Subsequently, 355 private colleges and universities participated in 1983-84, 446 participated in 1984-85, 440 participated in 1985-86, 478 participated in 1986-87, 475 participated in 1987-88, and 470 participated this academic year, (1988-89). In all, over the period of seven years (1982-83 through 1988-89), 872 private colleges and universities have participated in the CUPA national faculty salary surveys by discipline and rank at least once. Seventy-five (75) institutions have participated in each of the seven years of the survey.

This 1988-89 survey is a further step in the long-term plan to collect as complete information about faculty salaries as is possible. Sustaining collection of data on the same number of disciplines and institutions over a number of years will eventually establish a data base capable of extensive analyses of faculty salaries. Continuing this year (1988-89), the survey is conducted every fall semester and includes most of the 50 two-digit program areas in A Classification of Instructional Programs and many of the four- and six-digit areas. The results will be released at the beginning of each new year so that these current data can be effectively used by line administrators in a timely fashion.

For the fifth straight year additional information was collected from participating colleges and universities which held collective bargaining contracts with their faculties. It is anticipated that this will continue so that "special studies" can be subsequently effectuated for requesting institutions at a nominal fee.

Also, for the fifth straight year, we are listing in APPENDIX C the names

of all participating institutions for each of the seven years of the survey. We encourage institutions to participate each year so we can provide them with relevant and timely trend data in addition to the special studies that may be requested.

This year's survey, 1988-89, includes two new disciplines: Occupational Therapy and Physical Therapy. With these two additional disciplines to the survey, it now totals 51 academic disciplines.

The reader's comments, suggestions, and questions are encouraged and appreciated at any time.

The Need

Current data on faculty salaries are presently being collected each year by the National Center for Education Statistics. The data, however, are not collected at the level of detail required to answer basic questions pertaining to variances in salaries between and among disciplines and ranks. What are missing are salary data in different ranks and within specific disciplines for similar and/or different types of institutions. The need to address problems of salary allocation with respect to postsecondary faculty in different disciplines and ranks motivated the decision not only to initiate the first survey but to continue it over these past few years.

Applications

This survey attempts to address the above needs by collecting the salary data of faculty teaching in 51 disciplines of participating private colleges and universities in America, and comparing the average, low, and high salaries across these disciplines by faculty ranks. The disciplines selected for this survey are those, it is hoped, that are most likely to be taught in the 470 institutions which participated in the survey. Also collected are the percentages of teaching faculty by rank in a given discipline.

Such comparative information can be useful to the postsecondary administrator in at least two ways. The community of postsecondary institutions may be thought of as an academic marketplace. Faculty and administrators negotiate remuneration for services of teaching and other responsibilities. In this marketplace a faculty member needs to know what to request based on the salaries of her or his peers. The administrator needs to know how much to pay for quality without committing more than she or he can justify for the budget.

Detailed salary information is also useful in long-range budgetary planning. Applying estimates of changes in costs, such as the Consumer Price Index or the Higher Education Price Index, to faculty salaries will enable a postsecondary administrator to project future faculty salary costs.

The use of the salary information is enhanced by knowing the characteristics of the institutions in the comparison group. Since this faculty salary survey collects institutional characteristics of geographical location, enrollment, budget and FTE of students, an institution can request special studies comparing itself with a group of peers--10 or more institutions--using these characteristics for selection. These special studies are available through CUPA. No individual institutional data will be released by CUPA. The special

studies data are aggregate data of 10 or more institutions with three or more data elements in each cell.

For the fifth straight year participating institutions may request, for a nominal fee, percentile rank (PR) studies which will provide them with both a percentile ranking for each discipline and each rank in each discipline in comparison with 10 or more other participating institutions. Most importantly, we are able to provide a participating institution with the amount of additional funds it would take to increase its average salary by discipline and rank to a higher PR--e.g., from a 40 PR to a 50 PR. This application of percentile ranking has become an important and relevant aspect of our annual faculty salary survey and we encourage participating institutions to take advantage of this service.

Finally, those 259 institutions which participated in the fourth (1985-86) and seventh (1988-89) surveys may request salary-trend studies by selected discipline and/or by all disciplines in the study comparing their institutions both with the whole group of participating institutions and/or with a selected number of 10 or more.

Other institutions which have participated in at least one of the seven surveys may have their data compared with the trend data in any configuration they recommend of 10 or more institutions. (Please know that only cells with three or more data elements are used.) Institutions which have not participated in any of the seven annual surveys may still request salary data of 10 or more institutions which have participated in any one or more of the seven surveys.

TO ORDER A SPECIAL STUDY, PLEASE USE THE "SPECIAL STUDY ORDER FORM" WHICH IS FOUND JUST AFTER APPENDIX C OF THIS SURVEY REPORT.

SURVEY RESULTS

Methodology

This CUPA 1988-89 National Faculty Salary Survey by Discipline and Rank in Private Colleges and Universities collected and tabulated full-time salary data for faculty in 51 selected disciplines. These were chosen from among the disciplines defined by the Higher Education General Information Survey (HEGIS) Taxonomy and/or by A Classification of Instructional Programs (CIP), 1985. Please see APPENDIX A for the list of disciplines/major fields used. The faculty salaries of 45,698 faculty members are found in APPENDIX B--The Data Tables. The list of 470 private institutions are found in APPENDIX C along with lists of all the private colleges and universities which have participated in the annual survey since its inception in 1982-83 through 1988-89.

Analysis of Data

To organize the data and permit comparisons between disciplines and by ranks, the following variables were selected: average salary, high salary, low salary, and number of faculty for a given rank and discipline. The variables and other terms arrived at in the tabulations of the data are defined below.

NOTE: Users of this survey may find the category "New Assistant Professor" especially useful in making new hiring decisions since most new faculty in academe are hired at this rank.

Definition of Terms

SALARY--based on a nine- or ten-month academic year salary of full-time faculty only; does not include any faculty members teaching less than 51 percent. Salary for summer academic work, fringe benefits, and perquisites are not included in the salary data.

AVERAGE SALARY--based on the survey information with the assumption that all employees were full-time. The average salary displayed is an average of all faculty reported for a given rank and discipline.

HIGH SALARY--the highest salary for any full-time individual of the defined group for which the information is reported.

LOW SALARY--the lowest salary for any full-time individual of the defined group for which the information is reported.

FAC MIX PCT--the percentage of faculty in a given discipline/major field who hold a given academic rank. For example, a FAC MIX PCT of .36 for associate professor implies that 36 percent of the faculty in that discipline/major field hold the rank of associate professor.

SALARY FACTOR--for a given rank of a given discipline/major field, the ratio of the average salary to the total average salary of all institutions. For example, a SALARY FACTOR of 1.10 for assistant professors

of mathematics means that their average salary is 10 percent higher than the average salary of all assistant professors of all institutions which participated in the survey.

NUM--the number of faculty members whose salaries were included to compute the average salary.

N/IS--the number of institutions that have reported salary data for a given academic rank and discipline/major field.

PARTICIPATING INSTITUTIONS--the number of institutions responding to the survey questionnaire.

NEW ASST PROF--the grouping of assistant professors who were hired for the first time in the Fall of 1988. All data for this group were included in the ASST PROF group for reporting purposes. Data in this group are used mainly for new hiring information.

Examples of Analyses

Although no overall analysis has been undertaken in this survey report, it is important to illustrate the types of analyses possible using the data available. The following tables show the comparative potential of the data for two major fields: BUSINESS ECONOMICS AND COMMUNICATIONS.

FACULTY SALARY SURVEY

DISCIPLINE BUSINESS & MANAGEMENT
MAJOR FIELD BUSINESS ECONOMICS 0517

	PROFESSOR		ASSOC PROF		ASST PROF		NEW ASST PROF		INSTRUCTOR		ALL RANKS	
	SALARY	NUM N/IS	SALARY	NUM N/IS	SALARY	NUM N/IS	SALARY	NUM N/IS	SALARY	NUM N/IS	SALARY	NUM N/IS
AVERAGE SALARY	47595	254 119	37549	339 168	31636	364 162	32554	59 47	25863	50 34	37365	1007 239
HIGH SALARY	92100		65000		51000		50000		43343		92100	
LOW SALARY	21500		21000		15000		18638		10500		10500	
FAC MIX PCT	0 25		0 34		0 36		0 06		0 05		1 00	
SALARY FACTOR	1 04		1 08		1 10		1 16		1 14		1 04	

DISCIPLINE COMMUNICATIONS
MAJOR FIELD COMMUNICATIONS 0600

AVERAGE SALARY	42738	218 95	35189	341 122	27387	444 166	26648	83 58	22973	117 64	32289	1120 215
HIGH SALARY	85600		62000		44100		36000		37500		85600	
LOW SALARY	20400		17850		16000		19000		13000		13000	
FAC MIX PCT	0 19		0 30		0 40		0 07		0 10		1 00	
SALARY FACTOR	0 93		1 01		0 95		0 95		1 02		0 90	

1. Size of the Sample: The user should note the size of the sample on which each percentage or dollar value is based. The smaller the number in the group, the greater the effect of extreme scores on a descriptive statistic such as the average. The number of faculty was larger for COMMUNICATIONS (C) as compared to BUSINESS ECONOMICS (BE) but the number of institutions for BUSINESS ECONOMICS was somewhat higher:

	NUM	N/IS
BE	1007	239
C	1120	215

2. Average Salary: The average salary for every rank in BUSINESS ECONOMICS was higher than that in COMMUNICATIONS:

	PROFESSOR	ASSOC PROF	ASST PROF	NEW ASST PROF	INSTRUCTOR	ALL RANKS
BE	47595	37519	31636	32554	25863	37365
C	42738	35189	27387	26648	22973	32289

3. High and Low Salaries: In BUSINESS ECONOMICS the "high salary" is higher than in COMMUNICATIONS for every rank, but in the "low salary" BUSINESS ECONOMICS is higher than COMMUNICATION only for the PROFESSOR AND ASSOCIATE PROFESSOR ranks.

High-Salary:

	PROFESSOR	ASSOC PROF	ASST PROF	NEW ASST PROF	INSTRUCTOR	ALL RANKS
BE	92100	65000	51000	50000	43343	92100
C	85600	62000	44100	36000	37500	85600

Low Salary:

	PROFESSOR	ASSOC PROF	ASST PROF	NEW ASST PROF	INSTRUCTOR	ALL RANKS
BE	21500	21000	15000	18638	10500	10500
C	20400	17850	16000	19000	13000	13000

4. Faculty Mix Percentage (FAC MIX PCT): The two disciplines are rather similar except for the ranks of PROFESSOR and INSTRUCTOR when compared on the basis of faculty mix percentage, which refers to the percentage of faculty in a given discipline who hold a given rank. For example, in BUSINESS ECONOMICS 25 percent of the faculty hold the rank of PROFESSOR, compared with COMMUNICATIONS where 19 percent of the faculty hold the rank of PROFESSOR. The comparisons for all ranks between the two major fields are as follows (note that NEW ASST PROF percentage is included in ASST PROF and each percentage has been rounded up):

	PROFESSOR	ASSOC PROF	ASST PROF	NEW ASST PROF	INSTRUCTOR	ALL RANKS
BE	0.25	0.34	0.36	0.06	0.05	1.00
C	0.19	0.30	0.40	0.07	0.10	1.00

It is interesting to note how the faculty mix percentage differs among the relatively "new" major field of NURSING (N) and an "old" one, PHILOSOPHY AND RELIGION (PR), and how these differences compare with the overall average of ALL MAJOR FIELDS (AMF) in the survey. The comparisons for the major fields of NURSING (N), PHILOSOPHY AND RELIGION (PR), and for the overall study average of ALL MAJOR FIELDS (AMF) are as follows:

	PROFESSOR	ASSOC PROF	ASST PROF	NEW ASST PROF	INSTRUCTOR	ALL RANKS
N	.08	.26	.50	.03	.16	1.00
PR	.43	.28	.25	.04	.03	1.00
AMF	.33	.30	.30	.04	.07	1.00

5. Salary Factor: This variable permits comparisons between the average salary of a faculty member in a given rank and the average salary of all faculty members in that rank in all reporting institutions. A constant number--100 percent--represents the average salary of all faculty in that rank for all reporting institutions. The following data show, for example, in BUSINESS ECONOMICS (BE) the average salary of PROFESSOR is 4 percent above the average salary of all PROFESSORS from all reporting institutions and is 11 per cent above the average salary of PROFESSORS in COMMUNICATIONS (C). The data show that for every rank the average salary for BUSINESS ECONOMICS faculty is higher than the average salary for COMMUNICATIONS faculty:

	PROFESSOR	ASSOC PROF	ASST PROF	NEW ASST PROF	INSTRUCTOR	ALL RANKS
BE	1.04	1.08	1.10	1.16	1.14	1.04
C	0.93	1.01	0.95	0.95	1.02	0.90

APPENDIX A

LIST OF SELECTED DISCIPLINES*

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MAJOR FIELD: AGRIBUSINESS AND AGRICULTURAL PRODUCTION--01. (0100) 13

DISCIPLINE: ARCHITECTURE & ENVIRONMENTAL DESIGN
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*The numbers after the selected major fields are "crosswalks" between the CIP classification (A Classification of Instructional Programs, National Center for Education Statistics, 1985) and the HEGIS Taxonomy. The numbers immediately after each dash are those of the CIP classification and those in parentheses are of the HEGIS Taxonomy. Both sets of numbers refer to the same discipline or major field, of course.

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MAJOR FIELD: TEACHER EDUCATION, GENERAL PROGRAMS--13.12 (0801) 16

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MAJOR FIELD: STUDENT COUNSELING AND PERSONNEL SERVICES--13.11 (0826) 17

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MAJOR FIELD: CURRICULUM AND INSTRUCTION--13.03 (0829) 17

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MAJOR FIELD: READING EDUCATION--13.1315 (0830) 17

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APPENDIX B

THE DATA TABLES

FACULTY SALARY SURVEY

DISCIPLINE: AGRI & NATL RESOURCES
MAJOR FIELD: AGRIBUSINESS AND AGRICULTURAL PRODU 0100

	PROFESSOR			ASSOC PROF			ASST PROF			NEW ASST PROF			INSTRUCTOR			ALL RANKS		
	SALARY	NUM	N/IS	SALARY	NUM	N/IS	SALARY	NUM	N/IS	SALARY	NUM	N/IS	SALARY	NUM	N/IS	SALARY	NUM	N/IS
AVERAGE SALARY	38434	8	4	27172	10	7	26677	7	5	28400	2	1				30637	25	11
HIGH SALARY	48295			33680			33200			28800						48295		
LOW SALARY	27935			22370			21050			28000						21050		
FAC MIX PCT	0.32			0.40			0.28			0.08						1.00		
SALARY FACTOR	0.84			0.78			0.93			1.01						0.85		

DISCIPLINE: ARCH & EVIRON DESIGN
MAJOR FIELD: ARCHITECTURE & ENVIRONMENTAL DESIGN 0200

AVERAGE SALARY	50252	103	15	38157	106	17	29338	87	17	25000	14	6	21058	17	5	38757	313	21
HIGH SALARY	75000			53400			40000			27000			28350			75000		
LOW SALARY	27314			20500			18258			21500			14000			14000		
FAC MIX PCT	0.33			0.34			0.28			0.04			0.05			1.00		
SALARY FACTOR	1.10			1.09			1.02			0.89			0.93			1.08		

DISCIPLINE: AREA STUDIES
MAJOR FIELD: AREA AND ETHNIC STUDIES 0300

AVERAGE SALARY	47111	40	17	39303	32	12	27300	19	6	29125	2	2	23745	3	2	39702	94	23
HIGH SALARY	82785			53673			34000			34000			25000			82785		
LOW SALARY	16400			27368			16600			24250			21300			16400		
FAC MIX PCT	0.43			0.34			0.20			0.02			0.03			1.00		
SALARY FACTOR	1.03			1.13			0.95			1.04			1.05			1.11		

DISCIPLINE: BIOLOGICAL SCIENCES
MAJOR FIELD: LIFE SCIENCES 0400

AVERAGE SALARY	43192	948	312	32658	643	277	27449	468	252	26820	79	68	21384	67	48	35853	2126	390
HIGH SALARY	95494			56284			47200			36000			40700			95494		
LOW SALARY	12800			14856			11500			16777			10800			10800		
FAC MIX PCT	0.45			0.30			0.22			0.04			0.03			1.00		
SALARY FACTOR	0.94			0.94			0.95			0.96			0.95			1.00		

FACULTY SALARY SURVEY

DISCIPLINE: BUSINESS & MANAGEMENT
MAJOR FIELD: BUSINESS & MANAGEMENT 0500

	PROFESSOR			ASSOC PROF			ASST PROF			NEW ASST PROF			INSTRUCTOR			ALL RANKS		
	SALARY	NUM	N/IS	SALARY	NUM	N/IS	SALARY	NUM	N/IS	SALARY	NUM	N/IS	SALARY	NUM	N/IS	SALARY	NUM	N/IS
AVERAGE SALARY	52445	401	88	41816	441	109	34723	538	136	35522	67	43	26404	116	51	40919	1496	166
HIGH SALARY	115000			82500			60000			54000			47500			115000		
LOW SALARY	23000			17494			15600			19472			12000			12000		
FAC MIX PCT	0.27			0.29			0.36			0.04			0.08			1.00		
SALARY FACTOR	1.14			1.20			1.21			1.27			1.17			1.14		

DISCIPLINE: BUSINESS & MANAGEMENT
MAJOR FIELD: ACCOUNTING 0502

AVERAGE SALARY	50310	214	97	41020	349	145	34285	427	188	36587	62	54	24249	91	56	38787	1081	249
HIGH SALARY	83800			85890			59535			55000			45088			85890		
LOW SALARY	19020			19100			13200			21000			7200			7200		
FAC MIX PCT	0.20			0.32			0.40			0.06			0.08			1.00		
SALARY FACTOR	1.10			1.18			1.19			1.31			1.07			1.08		

DISCIPLINE: BUSINESS & MANAGEMENT
MAJOR FIELD: BUSINESS ADMINISTRATION AND MANAGEM 0506

AVERAGE SALARY	54363	482	135	40185	664	182	33886	709	191	33537	110	71	24954	128	64	40396	1983	252
HIGH SALARY	101300			70400			57250			54000			48000			101300		
LOW SALARY	20000			18300			13200			18885			10800			10800		
FAC MIX PCT	0.24			0.33			0.36			0.06			0.06			1.00		
SALARY FACTOR	1.19			1.15			1.18			1.20			1.10			1.13		

DISCIPLINE: BUSINESS & MANAGEMENT
MAJOR FIELD: SECRETARIAL AND RELATED PROGRAMS 0514

AVERAGE SALARY	33801	8	4	29899	18	13	26102	23	16	23000	1	1	18464	35	12	24466	84	37
HIGH SALARY	52989			43592			45682			23000			29507			52989		
LOW SALARY	19380			19380			13200			23000			10800			10800		
FAC MIX PCT	0.10			0.21			0.27			0.01			0.42			1.00		
SALARY FACTOR	0.74			0.86			0.91			0.82			0.82			0.68		

FACULTY SALARY SURVEY

DISCIPLINE: BUSINESS & MANAGEMENT
MAJOR FIELD: BUSINESS ECONOMICS 0517

	PROFESSOR			ASSOC PROF			ASST PROF			NEW ASST PROF			INSTRUCTOR			ALL RANKS		
	SALARY	NUM	N/IS	SALARY	NUM	N/IS	SALARY	NUM	N/IS	SALARY	NUM	N/IS	SALARY	NUM	N/IS	SALARY	NUM	N/IS
AVERAGE SALARY	47595	254	119	37549	339	168	31636	364	162	32554	59	47	25863	50	34	37365	1007	239
HIGH SALARY	92100			65000			51000			50000			43343			92100		
LOW SALARY	21500			21000			15000			18638			10500			10500		
FAC MIX PCT	0.25			0.34			0.36			0.06			0.05			1.00		
SALARY FACTOR	1.04			1.08			1.10			1.16			1.14			1.04		

DISCIPLINE: COMMUNICATIONS
MAJOR FIELD: COMMUNICATIONS 0600

AVERAGE SALARY	42738	218	95	35189	341	122	27387	444	166	26648	83	58	22973	117	64	32289	1120	215
HIGH SALARY	85600			62000			44100			36000			37500			85600		
LOW SALARY	20400			17850			16000			19000			13000			13000		
FAC MIX PCT	0.19			0.30			0.40			0.07			0.10			1.00		
SALARY FACTOR	0.93			1.01			0.95			0.95			1.02			0.90		

DISCIPLINE: COMMUNICATIONS
MAJOR FIELD: COMMUNICATION TECHNOLOGIES 0605

AVERAGE SALARY	40960	19	9	32611	25	16	27791	64	24	25900	6	5	18566	7	5	30453	115	32
HIGH SALARY	67074			47000			39510			32500			25028			67074		
LOW SALARY	26300			19950			18750			19200			10000			10000		
FAC MIX PCT	0.17			0.22			0.56			0.05			0.06			1.00		
SALARY FACTOR	0.89			0.93			0.97			0.92			0.82			0.85		

DISCIPLINE: COMPUTER & INFO SCIENCES
MAJOR FIELD: COMPUTER & INFO SCIENCE 0700

AVERAGE SALARY	49803	232	100	39162	346	149	32153	496	208	33513	57	42	25154	134	79	36774	1208	288
HIGH SALARY	99000			63725			58968			50000			40700			99000		
LOW SALARY	21000			18540			17680			19063			10000			10000		
FAC MIX PCT	0.19			0.29			0.41			0.05			0.11			1.00		
SALARY FACTOR	1.09			1.12			1.12			1.20			1.11			1.03		

FACULTY SALARY SURVEY

DISCIPLINE: EDUCATION
MAJOR FIELD: EDUCATION 0800

	PROFESSOR			ASSOC PROF			ASST PROF			NEW ASST PROF			INSTRUCTOR			ALL RANKS		
	SALARY	NUM	N/IS	SALARY	NUM	N/IS	SALARY	NUM	N/IS	SALARY	NUM	N/IS	SALARY	NUM	N/IS	SALARY	NUM	N/IS
AVERAGE SALARY	42236	514	169	33110	471	177	26745	448	170	25764	80	56	20633	103	50	33470	1536	247
HIGH SALARY	84700			53550			44128			35000			40980			84700		
LOW SALARY	20800			12000			11680			18000			10656			10656		
FAC MIX PCT	0.33			0.31			0.29			0.05			0.07			1.00		
SALARY FACTOR	0.92			0.95			0.93			0.92			0.91			0.93		

DISCIPLINE: EDUCATION
MAJOR FIELD: TEACHER EDUCATION, GENERAL PROGRAMS 0801

AVERAGE SALARY	37159	146	76	30314	163	87	25412	187	95	25042	37	31	21122	33	24	29897	529	128
HIGH SALARY	73200			51313			40644			33332			39000			73200		
LOW SALARY	20750			19490			16360			18745			11025			11025		
FAC MIX PCT	0.28			0.31			0.35			0.07			0.06			1.00		
SALARY FACTOR	0.81			0.87			0.88			0.89			0.93			0.83		

DISCIPLINE: EDUCATION
MAJOR FIELD: EDUCATION ADMINISTRATION 0805

AVERAGE SALARY	48038	17	9	33999	16	8	27662	11	8	28033	3	3				37839	44	13
HIGH SALARY	70787			41040			36500			30000						70787		
LOW SALARY	30023			21856			21593			26099						21593		
FAC MIX PCT	0.39			0.36			0.25			0.07						1.00		
SALARY FACTOR	1.05			0.97			0.96			1.00						1.05		

DISCIPLINE: EDUCATION
MAJOR FIELD: SPECIAL EDUCATION 0808

AVERAGE SALARY	41017	34	16	32683	45	26	25009	46	34	25160	12	12	19797	10	8	31212	135	57
HIGH SALARY	71418			47726			30854			30815			27211			71418		
LOW SALARY	19500			18850			17580			20392			12600			12600		
FAC MIX PCT	0.25			0.33			0.34			0.05			0.07			1.00		
SALARY FACTOR	0.89			0.94			0.87			0.90			0.88			0.87		

FACULTY SALARY SURVEY

DISCIPLINE: EDUCATION
MAJOR FIELD: STUDENT COUNSELING AND PERSONNEL SE 0826

	PROFESSOR			ASSOC PROF			ASST PROF			NEW ASST PROF			INSTRUCTOR			ALL RANKS		
	SALARY	NUM	N/IS	SALARY	NUM	N/IS	SALARY	NUM	N/IS	SALARY	NUM	N/IS	SALARY	NUM	N/IS	SALARY	NUM	N/IS
AVERAGE SALARY	44378	40	12	35527	38	14	28618	15	10	27750	4	4	21101	2	2	37859	95	20
HIGH SALARY	63000			46900			33400			30000			21357			63000		
LOW SALARY	18700			23134			23152			25000			20844			18700		
FAC MIX PCT	0.42			0.40			0.16			0.04			0.02			1.00		
SALARY FACTOR	0.97			1.02			0.99			0.99			0.93			1.06		

DISCIPLINE: EDUCATION
MAJOR FIELD: CURRICULUM AND INSTRUCTION 0829

AVERAGE SALARY	45502	35	9	36746	46	12	26471	42	11	28583	6	5	22651	8	6	34930	131	15
HIGH SALARY	71000			51500			35000			35000			30000			71000		
LOW SALARY	27000			25915			19400			23000			19000			19000		
FAC MIX PCT	0.27			0.35			0.32			0.05			0.06			1.00		
SALARY FACTOR	0.99			1.05			0.92			1.02			1.00			0.97		

DISCIPLINE: EDUCATION
MAJOR FIELD: READING EDUCATION 0830

AVERAGE SALARY	33713	6	5	31721	11	10	25157	7	7	22875	1	1	17750	4	3	28511	28	19
HIGH SALARY	48470			41750			29000			22875			21000			48470		
LOW SALARY	19500			24312			22875			22875			13000			13000		
FAC MIX PCT	0.21			0.39			0.25			0.04			0.14			1.00		
SALARY FACTOR	0.74			0.91			0.87			0.82			0.78			0.79		

DISCIPLINE: EDUCATION
MAJOR FIELD: PHYSICAL EDUCATION 0835

AVERAGE SALARY	38583	210	115	32013	397	174	26390	403	183	24468	30	25	22332	268	126	29289	1278	262
HIGH SALARY	67400			54500			45900			34000			43000			67400		
LOW SALARY	12960			17256			16450			17142			10000			10000		
FAC MIX PCT	0.16			0.31			0.32			0.02			0.21			1.00		
SALARY FACTOR	0.84			0.92			0.92			0.87			0.99			0.82		

FACULTY SALARY SURVEY

DISCIPLINE: ENGINEERING
MAJOR FIELD: ENGINEERING 0900

	PROFESSOR			ASSOC PROF			ASST PROF			NEW ASST PROF			INSTRUCTOR			ALL RANKS		
	SALARY	NUM	N/IS	SALARY	NUM	N/IS	SALARY	NUM	N/IS	SALARY	NUM	N/IS	SALARY	NUM	N/IS	SALARY	NUM	N/IS
AVERAGE SALARY	61218	1191	61	45168	699	61	39003	591	65	37473	74	34	28475	41	19	51031	2522	73
HIGH SALARY	109300			72550			52300			48000			42500			109300		
LOW SALARY	26232			24740			16275			20910			18000			16275		
FAC MIX PCT	0.47			0.28			0.23			0.03			0.02			1.00		
SALARY FACTOR	1.34			1.29			1.36			1.34			1.26			1.42		

DISCIPLINE: ENGINEERING
MAJOR FIELD: ENGINEERING TECHNOLOGIES 0925

AVERAGE SALARY	40775	37	13	35283	62	21	30603	70	21	28553	7	7	25214	17	7	33694	186	28
HIGH SALARY	54605			49115			40000			35000			35703			54605		
LOW SALARY	28114			19200			15750			18650			16000			15750		
FAC MIX PCT	0.20			0.33			0.38			0.04			0.09			1.00		
SALARY FACTOR	0.89			1.01			1.06			1.02			1.11			0.94		

DISCIPLINE: FINE & APPLIED ARTS
MAJOR FIELD: VISUAL AND PERFORMING ARTS 1000

AVERAGE SALARY	41141	199	53	32620	199	65	26787	232	77	26610	24	18	22359	37	25	32564	667	108
HIGH SALARY	78034			50540			38425			32000			28980			78034		
LOW SALARY	15000			15225			18000			21104			15000			15000		
FAC MIX PCT	0.30			0.30			0.35			0.04			0.06			1.00		
SALARY FACTOR	0.90			0.94			0.93			0.95			0.99			0.91		

DISCIPLINE: FINE & APPLIED ARTS
MAJOR FIELD: FINE ARTS 1002

AVERAGE SALARY	40347	284	143	31190	307	161	25828	271	148	24305	32	28	22132	55	42	31898	917	254
HIGH SALARY	93300			48898			45075			33500			33937			93300		
LOW SALARY	19750			17250			12180			12180			11330			11330		
FAC MIX PCT	0.31			0.33			0.30			0.03			0.06			1.00		
SALARY FACTOR	0.88			0.89			0.90			0.87			0.98			0.89		

FACULTY SALARY SURVEY

DISCIPLINE: FINE & APPLIED ARTS
MAJOR FIELD: MUSIC 1005

	PROFESSOR		ASSOC PROF		ASST PROF		NEW ASST PROF		INSTRUCTOR		ALL RANKS	
	SALARY	NUM N/IS	SALARY	NUM N/IS	SALARY	NUM N/IS	SALARY	NUM N/IS	SALARY	NUM N/IS	SALARY	NUM N/IS
AVERAGE SALARY	39332	583 210	30838	578 224	25648	484 217	25591	51 43	21562	101 76	31698	1746 314
HIGH SALARY	90000		50213		41700		37500		32405		90000	
LOW SALARY	19635		12051		15905		15905		15450		12051	
FAC MIX PCT	0.33		0.33		0.28		0.03		0.06		1.00	
SALARY FACTOR	0.86		0.88		0.89		0.91		0.95		0.88	

DISCIPLINE: FINE & APPLIED ARTS
MAJOR FIELD: DRAMATIC ARTS 1007

AVERAGE SALARY	40024	156 93	31825	189 102	26175	244 134	24519	25 22	22540	58 43	30839	647 197
HIGH SALARY	65400		48100		39542		34000		36473		65400	
LOW SALARY	15258		19030		18000		18000		13000		13000	
FAC MIX PCT	0.24		0.29		0.38		0.04		0.09		1.00	
SALARY FACTOR	0.87		0.91		0.91		0.88		1.00		0.86	

DISCIPLINE: FOREIGN LANGUAGES
MAJOR FIELD: FOREIGN LANGUAGES 1100

AVERAGE SALARY	42968	594 209	33552	676 222	27004	664 218	25432	102 79	22407	179 80	33197	2113 314
HIGH SALARY	80400		54902		46822		35000		33351		80400	
LOW SALARY	16220		13416		12800		18000		12000		12000	
FAC MIX PCT	0.28		0.32		0.31		0.05		0.08		1.00	
SALARY FACTOR	0.94		0.96		0.94		0.91		0.99		0.93	

DISCIPLINE: HEALTH PROFESSIONS
MAJOR FIELD: NURSING 1203

AVERAGE SALARY	39915	123 71	31044	405 116	26176	784 146	25105	53 39	22675	258 86	27933	1570 158
HIGH SALARY	63208		49200		41460		34000		37073		63208	
LOW SALARY	23132		18660		12640		17690		13200		12640	
FAC MIX PCT	0.08		0.26		0.50		0.03		0.16		1.00	
SALARY FACTOR	0.87		0.89		0.91		0.90		1.00		0.78	

FACULTY SALARY SURVEY

DISCIPLINE: HEALTH PROFESSIONS
MAJOR FIELD: AUDIOLOGY AND SPEECH PATHOLOGY 1220

	PROFESSOR			ASSOC PROF			ASST PROF			NEW ASST PROF			INSTRUCTOR			ALL RANKS		
	SALARY	NUM	N/IS	SALARY	NUM	N/IS	SALARY	NUM	N/IS	SALARY	NUM	N/IS	SALARY	NUM	N/IS	SALARY	NUM	N/IS
AVERAGE SALARY	47227	33	15	34594	32	15	29124	40	18	27500	6	6	22209	7	5	35588	112	26
HIGH SALARY	77200			45900			38600			30000			34158			77200		
LOW SALARY	31098			25809			22094			25000			17004			17004		
FAC MIX PCT	0.29			0.29			0.36			0.05			0.06			1.00		
SALARY FACTOR	1.03			0.99			1.01			0.98			0.98			0.99		

DISCIPLINE: HOME ECONOMICS
MAJOR FIELD: HOME ECONOMICS 1300

AVERAGE SALARY	38643	40	18	31442	84	38	26447	131	47	28522	9	6	21541	50	22	28617	305	61
HIGH SALARY	65000			46600			37000			37000			29300			65000		
LOW SALARY	25445			18660			15414			23500			12000			12000		
FAC MIX PCT	0.13			0.28			0.43			0.03			0.16			1.00		
SALARY FACTOR	0.84			0.90			0.92			1.02			0.95			0.80		

DISCIPLINE: LETTERS
MAJOR FIELD: LETTERS 1500

AVERAGE SALARY	42604	1241	343	32704	1019	324	26043	963	326	24927	175	123	21451	294	136	33432	3517	412
HIGH SALARY	127500			66034			44950			36000			34222			127500		
LOW SALARY	19408			12030			10000			16103			10685			10000		
FAC MIX PCT	0.35			0.29			0.27			0.05			0.08			1.00		
SALARY FACTOR	0.93			0.94			0.91			0.89			0.95			0.93		

DISCIPLINE: LETTERS
MAJOR FIELD: PHILOSOPHY AND RELIGION 1509

AVERAGE SALARY	40888	852	298	32209	560	253	26851	497	230	25458	85	66	20535	62	57	34242	1971	373
HIGH SALARY	90000			55254			42145			40000			31000			90000		
LOW SALARY	17400			10288			10288			19382			10656			10288		
FAC MIX PCT	0.43			0.28			0.25			0.04			0.03			1.00		
SALARY FACTOR	0.89			0.92			0.93			0.91			0.91			0.95		

FACULTY SALARY SURVEY

DISCIPLINE: LIBRARY SCIENCE
MAJOR FIELD: LIBRARY AND ARCHIVAL SCIENCES 1600

	PROFESSOR			ASSOC PROF			ASST PROF			NEW ASST PROF			INSTRUCTOR			ALL RANKS		
	SALARY	NUM	N/IS	SALARY	NUM	N/IS	SALARY	NUM	N/IS	SALARY	NUM	N/IS	SALARY	NUM	N/IS	SALARY	NUM	N/IS
AVERAGE SALARY	41744	31	21	31793	68	31	26532	77	36	35612	7	4	21193	22	16	30127	198	51
HIGH SALARY	59675			46800			49500			49500			29707			59675		
LOW SALARY	23695			18375			17128			26000			15375			15375		
FAC MIX PCT	0.16			0.34			0.39			0.04			0.11			1.00		
SALARY FACTOR	0.91			0.91			0.92			1.27			0.94			0.84		

DISCIPLINE: MATHEMATICS
MAJOR FIELD: MATHEMATICS 1700

AVERAGE SALARY	47109	796	262	34714	733	272	28596	706	286	28724	104	77	21862	222	135	35810	2457	397
HIGH SALARY	106000			61500			45100			40097			38660			106000		
LOW SALARY	19596			18660			16860			18500			10405			10405		
FAC MIX PCT	0.32			0.30			0.29			0.04			0.09			1.00		
SALARY FACTOR	1.03			1.00			0.99			1.03			0.97			1.00		

DISCIPLINE: PHYSICAL SCIENCES
MAJOR FIELD: PHYSICAL SCIENCE 1900

AVERAGE SALARY	49142	204	35	36186	107	37	28268	93	34	26254	10	7	22651	18	5	40127	422	67
HIGH SALARY	90000			56000			43580			34018			29775			90000		
LOW SALARY	22059			22134			18000			19700			17800			17800		
FAC MIX PCT	0.48			0.25			0.22			0.02			0.04			1.00		
SALARY FACTOR	1.07			1.04			0.98			0.94			1.00			1.12		

DISCIPLINE: PHYSICAL SCIENCES
MAJOR FIELD: PHYSICS 1902

AVERAGE SALARY	51001	603	184	36614	289	145	29846	271	146	27935	42	34	20064	14	12	42229	1177	268
HIGH SALARY	97200			58712			45750			40000			24500			97200		
LOW SALARY	23250			20600			16860			21678			15120			15120		
FAC MIX PCT	0.51			0.25			0.23			0.04			0.01			1.00		
SALARY FACTOR	1.11			1.05			1.04			1.00			0.89			1.18		

FACULTY SALARY SURVEY

DISCIPLINE: PHYSICAL SCIENCES
MAJOR FIELD: CHEMISTRY, GENERAL 1905

	PROFESSOR			ASSOC PROF			ASST PROF			NEW ASST PROF			INSTRUCTOR			ALL RANKS		
	SALARY	NUM	N/IS	SALARY	NUM	N/IS	SALARY	NUM	N/IS	SALARY	NUM	N/IS	SALARY	NUM	N/IS	SALARY	NUM	N/IS
AVERAGE SALARY	45983	838	282	33482	389	215	27370	368	209	25540	60	55	22472	34	27	38302	1629	356
HIGH SALARY	100200			58800			46250			34018			29775			100200		
LOW SALARY	16250			19020			15000			15000			15120			15000		
FAC MIX PCT	0.51			0.24			0.23			0.04			0.02			1.00		
SALARY FACTOR	1.00			0.96			0.95			0.91			0.99			1.07		

DISCIPLINE: PHYSICAL SCIENCES
MAJOR FIELD: GEOLOGICAL SCIENCES 1914

AVERAGE SALARY	49734	155	60	36404	67	41	29241	61	38	27444	9	9	25997	5	5	41880	288	76
HIGH SALARY	86500			48750			41500			31500			29800			86500		
LOW SALARY	26174			24280			20190			25000			22500			20190		
FAC MIX PCT	0.54			0.23			0.21			0.03			0.02			1.00		
SALARY FACTOR	1.08			1.04			1.02			0.98			1.15			1.17		

DISCIPLINE: PSYCHOLOGY
MAJOR FIELD: PSYCHOLOGY 2000

AVERAGE SALARY	43782	711	272	33161	632	274	27111	512	255	25962	82	74	21276	53	38	35165	1908	388
HIGH SALARY	86700			63600			48900			42000			28750			86700		
LOW SALARY	21749			11733			10000			17000			12600			10000		
FAC MIX PCT	0.37			0.33			0.27			0.04			0.03			1.00		
SALARY FACTOR	0.96			0.95			0.94			0.93			0.94			0.98		

DISCIPLINE: PUBLIC AFFAIRS & SERVICES
MAJOR FIELD: PUBLIC AFFAIRS & SERVICES 2100

AVERAGE SALARY	45484	18	5	31347	16	10	27392	13	11	26098	4	4	19248	9	7	33028	56	20
HIGH SALARY	65196			46494			36442			30000			27000			65196		
LOW SALARY	32683			26646			20390			20390			12600			12600		
FAC MIX PCT	0.32			0.29			0.23			0.07			0.16			1.00		
SALARY FACTOR	0.99			0.90			0.95			0.93			0.85			0.92		

FACULTY SALARY SURVEY

DISCIPLINE: SOCIAL SCIENCES
MAJOR FIELD: SOCIAL SCIENCES 2200

	PROFESSOR			ASSOC PROF			ASST PROF			NEW ASST PROF			INSTRUCTOR			ALL RANKS		
	SALARY	NUM	N/IS	SALARY	NUM	N/IS	SALARY	NUM	N/IS	SALARY	NUM	N/IS	SALARY	NUM	N/IS	SALARY	NUM	N/IS
AVERAGE SALARY	46662	313	66	34475	251	82	28578	246	83	27676	49	23	21288	43	22	36581	853	129
HIGH SALARY	92200			54305			43518			38000			34500			92200		
LOW SALARY	19596			18660			17500			20583			12600			12600		
FAC MIX PCT	0.37			0.29			0.29			0.06			0.05			1.00		
SALARY FACTOR	1.02			0.99			0.99			0.99			0.94			1.02		

DISCIPLINE: SOCIAL SCIENCES
MAJOR FIELD: ANTHROPOLOGY 2202

AVERAGE SALARY	48942	92	42	35868	97	51	28469	80	47	25687	16	14	23859	14	7	37432	283	81
HIGH SALARY	83000			48250			39125			31810			34048			83000		
LOW SALARY	25634			23600			19500			21600			18500			18500		
FAC MIX PCT	0.33			0.34			0.28			0.06			0.05			1.00		
SALARY FACTOR	1.07			1.03			0.99			0.92			1.05			1.04		

DISCIPLINE: SOCIAL SCIENCES
MAJOR FIELD: HISTORY 2205

AVERAGE SALARY	43594	810	298	35007	528	223	26864	397	207	25467	70	60	23019	48	42	36772	1793	369
HIGH SALARY	95883			81657			52000			34160			32568			95883		
LOW SALARY	15091			18026			15482			19500			16435			15091		
FAC MIX PCT	0.45			0.30			0.22			0.04			0.03			1.00		
SALARY FACTOR	0.95			1.00			0.93			0.91			1.02			1.03		

DISCIPLINE: SOCIAL SCIENCES
MAJOR FIELD: GEOGRAPHY 2206

AVERAGE SALARY	47303	39	20	33650	33	19	27763	28	17	28983	6	4	22557	3	3	36896	103	33
HIGH SALARY	95000			47147			34980			34900			29551			95000		
LOW SALARY	30241			18660			20856			21000			15120			15120		
FAC MIX PCT	0.38			0.32			0.27			0.06			0.03			1.00		
SALARY FACTOR	1.03			0.96			0.97			1.04			1.00			1.03		

FACULTY SALARY SURVEY

DISCIPLINE: SOCIAL SCIENCES
MAJOR FIELD: POLITICAL SCIENCE 2207

	PROFESSOR		ASSOC PROF		ASST PROF		NEW ASST PROF		INSTRUCTOR		ALL RANKS	
	SALARY	NUM N/IS	SALARY	NUM N/IS	SALARY	NUM N/IS	SALARY	NUM N/IS	SALARY	NUM N/IS	SALARY	NUM N/IS
AVERAGE SALARY	47115	457 185	34692	344 174	27868	307 157	26881	57 49	24154	38 32	37468	1146 279
HIGH SALARY	120000		52716		39333		38000		35000		120000	
LOW SALARY	23592		20820		13000		20000		15120		13000	
FAC MIX PCT	0.40		0.30		0.27		0.05		0.03		1.00	
SALARY FACTOR	1.03		0.99		0.97		0.96		1.07		1.04	

DISCIPLINE: SOCIAL SCIENCES
MAJOR FIELD: SOCIOLOGY 2208

AVERAGE SALARY	42694	351 177	31987	393 214	27486	317 185	26610	54 47	20722	48 31	33601	1109 315
HIGH SALARY	93000		49130		85100		38000		32288		93000	
LOW SALARY	19950		15691		11820		20588		12600		11820	
FAC MIX PCT	0.32		0.35		0.29		0.05		0.04		1.00	
SALARY FACTOR	0.93		0.92		0.96		0.95		0.92		0.94	

DISCIPLINE: THEOLOGY
MAJOR FIELD: THEOLOGY 2300

AVERAGE SALARY	37803	397 95	31716	348 107	26514	255 91	24964	35 25	22671	57 30	32259	1057 126
HIGH SALARY	78500		50000		38742		36700		35242		78500	
LOW SALARY	10500		9878		9042		9042		8208		8208	
FAC MIX PCT	0.38		0.33		0.24		0.03		0.05		1.00	
SALARY FACTOR	0.82		0.91		0.92		0.89		1.00		0.90	

DISCIPLINE: INTERDISCIPLINARY STUDIES
MAJOR FIELD: MULTI-INTERDISCIPLINARY STUDIES 4900

AVERAGE SALARY	44090	69 19	33398	54 19	27045	50 27	29675	4 4	20051	12 5	34803	185 39
HIGH SALARY	83000		48188		35000		35000		26578		83000	
LOW SALARY	30410		22200		16000		25000		17500		16000	
FAC MIX PCT	0.37		0.29		0.27		0.02		0.06		1.00	
SALARY FACTOR	0.96		0.96		0.94		1.06		0.89		0.97	

FACULTY SALARY SURVEY

DISCIPLINE: HEALTH SERV & PARAMED TECH
MAJOR FIELD: HEALTH SERVICES TECHNOLOGIES 5200

	PROFESSOR			ASSOC PROF			ASST PROF			NEW ASST PROF			INSTRUCTOR			ALL RANKS		
	SALARY	NUM	N/IS	SALARY	NUM	N/IS	SALARY	NUM	N/IS	SALARY	NUM	N/IS	SALARY	NUM	N/IS	SALARY	NUM	N/IS
AVERAGE SALARY	45654	25	8	35540	73	25	29833	85	25	26281	15	5	23753	33	15	32663	216	38
HIGH SALARY	77200			51500			43173			33000			36000			77200		
LOW SALARY	30217			22125			17500			20316			17859			17500		
FAC MIX PCT	0.12			0.34			0.39			0.07			0.15			1.00		
SALARY FACTOR	1.00			1.02			1.04			0.94			1.05			0.91		

DISCIPLINE: HEALTH SERV & PARAMED TECH
MAJOR FIELD: OCCUPATIONAL THERAPY TECHNOLOGY 5210

AVERAGE SALARY	43565	8	4	36498	16	6	27625	19	8	28167	6	5	22066	11	7	31483	54	9
HIGH SALARY	56484			49700			36173			33000			30000			56484		
LOW SALARY	26625			23472			19706			24000			16875			16875		
FAC MIX PCT	0.15			0.30			0.35			0.11			0.20			1.00		
SALARY FACTOR	0.95			1.05			0.96			1.01			0.98			0.88		

DISCIPLINE: HEALTH SERV & PARAMED TECH
MAJOR FIELD: PHYSICAL THERAPY TECHNOLOGY 5219

AVERAGE SALARY	34700	2	2	36164	22	10	30465	39	12	27925	7	5	26573	10	6	31765	73	13
HIGH SALARY	40525			51500			41300			32000			37081			51500		
LOW SALARY	28875			24225			20858			23000			17546			17546		
FAC MIX PCT	0.03			0.30			0.53			0.10			0.14			1.00		
SALARY FACTOR	0.76			1.04			1.06			1.00			1.17			0.89		

FACULTY SALARY SURVEY

DISCIPLINE: ALL DISCIPLINE AVERAGES
MAJOR FIELD: ALL MAJOR FIELDS

	PROFESSOR		ASSOC PROF		ASST PROF		NEW ASST PROF		INSTRUCTOR		ALL RANKS	
	SALARY	NUM N/IS	SALARY	NUM N/IS	SALARY	NUM N/IS	SALARY	NUM N/IS	SALARY	NUM N/IS	SALARY	NUM N/IS
AVERAGE SALARY	45845	15181	34881	13771	28768	13700	28002	1995	22624	3046	35874	45698
HIGH SALARY	127500		85890		85100		55000		48000		127500	
LOW SALARY	10500		9878		9042		9042		7200		7200	
FAC MIX PCT	0.33		0.30		0.30		0.04		0.07		1.00	
SALARY FACTOR	1.00		1.00		1.00		1.00		1.00		1.00	

APPENDIX C

LIST OF PARTICIPATING INSTITUTIONS

	82-83	83-84	84-85	85-86	86-87	87-88	88-89
Abilene University (TX)		*	*		*	*	*
Academy of the New Church (The) (PA)							*
Adelphi University (NY)	*		**	**			**
Adrian College (MI)		*					
Agnes Scott College (GA)			*	*		*	*
Alabama Christian College (AL)	*						
Alaska Pacific University (AK)						*	*
ALBERTUS MAGNUS COLLEGE (CT)	*	*	*	*	*	*	*
Albion College (MI)		*			*	*	*
Alderson-Broaddus College (WV)		*	*	*			
Alfred University (NY)	*	*	*	*	*		*
Allegheny College (PA)				*	*	*	*
Allentown College of St. Francis de Sales (PA)	*		*	*	*	*	*
Alliance College (PA)				*	*		
ALMA COLLEGE (MI)	*	*	*	*	*	*	*
Alvernia College (PA)						*	
Alverno College (WI)	*	*	*	*		*	*
American College, The (PA)		*	*	*	*	*	
American Graduate School of International Management (AZ)	*		*			*	*
American Technological University (TX)	*		*	*	*	*	*
AMERICAN UNIVERSITY, THE (DC)	*	*	*	*	*	*	*
Amherst College (MA)			*	*	*	*	*
Ana G. Mendez Educational Foundation (PR)					*		
Andover Newton Theological School (MA)			*	*	*	*	*
ANNA MARIA COLLEGE (MA)	*	*	*	*	*	*	*
Antillian College (PR)					*		
Appalachian Bible College (WV)			*				
AQUINAS COLLEGE (MI)	*	*	*	*	*	*	*
Aquinas Institute (MO)				*	*	*	
Arkansas College (AR)		*	*	*	*	*	*
Art Academy of Cincinatti (OH)			*				
Asbury College (KY)		*	*	*	*	*	*
Ashland College (OH)					*		*
Assumption College (MA)		*		*			*
Atlanta University, The (GA)			*				
Atlantic Christian College (NC)	*				*		

Those institutions listed in CAPITAL LETTERS have participated in each of the seven years of the survey.

**The "double star" symbol denotes those participating institutions which have collective bargaining contracts (CBCs) with their faculties. Even though many of the participating institutions may have had CBCs previously, this information was not annually requested until the 1984-85 survey, and, has been continued each year since.

Participating Institutions (continued):	82-83	83-84	84-85	85-86	86-87	87-88	88-89
Augsburg College (MN)		☆	☆	☆	☆		
Augustana College (IL)			☆	☆	☆	☆	☆
Augustana College (SD)	☆	☆					
Aurora University (IL)	☆	☆	☆	☆	☆	☆	
Austin College (TX)			☆		☆	☆	
Austin Presbyterian Theological Seminary (TX)			☆		☆	☆	☆
AVERETT COLLEGE (VA)	☆	☆	☆	☆	☆	☆	☆
AVILA COLLEGE (MO)	☆	☆	☆	☆	☆	☆	☆
AZUSA PACIFIC UNIVERSITY (CA)	☆	☆	☆	☆	☆	☆	☆
Babson College (MA)	☆	☆	☆	☆	☆	☆	
Baker University (KS)	☆		☆	☆			
Baldwin-Wallace College (OH)				☆	☆	☆	☆
Baptist Bible Institute (FL)				☆			
Baptist College at Charleston (SC)			☆				
Bard College (NY)		☆	☆☆	☆☆	☆☆	☆☆	
Barnard College (NY)	☆	☆		☆	☆	☆	☆
Barrington College (RI)		☆					
BARRY UNIVERSITY (FL)	☆	☆	☆	☆	☆	☆	☆
Bartlesville Wesleyan College (OK)				☆	☆		
Beaver College (PA)		☆	☆	☆	☆☆	☆	
Belhaven College (MS)						☆	
Bellarmine College (KY)	☆	☆		☆	☆	☆	☆
Bellevue College (NE)					☆	☆	☆
Belmont Abbey College (NC)				☆	☆	☆	☆
Beloit College (WI)		☆					☆☆
Benedict College (SC)	☆	☆	☆				
Benedictine College (KS)		☆	☆		☆	☆	☆
Bennett College (NC)	☆	☆	☆	☆		☆	
Bennington College (VT)						☆	
Bentley College (MA)	☆	☆	☆			☆	☆
Berklee College of Music (MA)						☆☆	
Berkshire Christian College (MA)			☆				
Berry College (GA)	☆						☆
Bethany College (KS)		☆	☆	☆			
Bethany College (WV)				☆	☆	☆	☆
Bethany Nazarene College (OK)		☆	☆				
Bethany Theological Seminary (IL)			☆	☆	☆		
Bethel College (IN)		☆				☆	
Bethel College (KS)	☆	☆		☆			☆
Bethel College (MN)		☆		☆		☆	☆
Bethel College (TN)		☆					
Bethel Theological Seminary (MN)						☆	
Bethune-Cookman College (FL)	☆	☆	☆	☆	☆		☆
BIOLA UNIVERSITY (CA)	☆	☆	☆	☆	☆	☆	☆
Birmingham-Southern College (AL)		☆	☆	☆	☆	☆	☆
Bishop College (TX)	☆	☆	☆	☆	☆		
Blackburn College (IL)		☆					
Bloomfield College (NJ)	☆	☆		☆☆			☆☆
Bluefield College (VA)						☆	☆
Bluffton College (OH)	☆	☆	☆				

Participating Institutions (continued):	82-83	83-84	84-85	85-86	86-87	87-88	88-89
Boricua College (NY)		✲					
Boston College (MA)		✲	✲	✲	✲	✲	
Boston Conservatory, The (MA)						✲	
Boston University (MA)	✲	✲		✲	✲	✲	✲
Bradford College (MA)						✲	
BRADLEY UNIVERSITY (IL)	✲	✲	✲	✲	✲	✲	✲
Brescia College (KY)						✲	
BRIAR CLIFF COLLEGE (IA)	✲	✲	✲	✲	✲	✲	✲
BRIDGEWATER COLLEGE (VA)	✲	✲	✲	✲	✲	✲	✲
Brigham Young University (UT)			✲		✲	✲	✲
Bryan College (TN)	✲			✲			
Bryant College (RI)		✲	✲✲	✲✲	✲✲	✲✲	✲✲
Bryn Mawr College (PA)		✲	✲	✲	✲	✲	
BUCKNELL UNIVERSITY (PA)	✲	✲	✲	✲	✲	✲	✲
Buena Vista College (IA)			✲				
Butler University (IN)		✲	✲	✲	✲	✲	✲
Cabrini College (PA)				✲✲	✲✲	✲✲	✲✲
California Baptist College (CA)	✲	✲					
California Lutheran College (CA)			✲				
California School of Professional Psychology (CA)			✲				
Calumet College (IN)				✲			
Calvary Bible College (MO)					✲		
Calvin College (MI)	✲		✲		✲		✲
Calvin Theological Seminary (MI)						✲	✲
Campbellsville College (KY)			✲		✲	✲	
Canisius College (NY)	✲	✲	✲		✲	✲	✲
Capital University (OH)	✲	✲	✲		✲		✲
Capitol College (MD)							✲
Capitol Institute of Technology (MD)			✲	✲	✲	✲	
Cardinal Glennon College (MO)				✲			
Carlow College (PA)				✲			✲
Caribbean University College (PR)						✲	✲
Carnegie Mellon University (PA)	✲		✲	✲	✲	✲	
Carroll College (MT)		✲	✲		✲	✲	✲
Carroll College (WI)			✲	✲	✲✲	✲	
Carson-Newman College (TN)					✲	✲	
Case Western Reserve University (OH)			✲				
Catawba College (NC)		✲	✲	✲	✲		
Catholic Theological Union (IL)			✲	✲	✲	✲	✲
Catholic University of America, The (DC)			✲	✲	✲	✲	✲
Catholic University of Puerto Rico (PR)	✲		✲	✲	✲	✲	✲
CEDAR CREST COLLEGE (PA)	✲	✲	✲	✲	✲	✲	✲
Cedarville College (OH)	✲	✲	✲	✲	✲	✲	
Centenary College (NJ)	✲	✲			✲	✲	
Centenary College of Louisiana (LA)						✲	
Center for Creative Studies-College of Art & Design (MI)	✲						
Central Christian College of the Bible (MO)				✲			
CENTRAL COLLEGE (IA)	✲	✲	✲	✲	✲	✲	✲

Participating Institutions (continued):	82-83	83-84	84-85	85-86	86-87	87-88	88-89
Central Methodist College (MO)					*		*
Central New England College of Technology (MA)					*		
Central Wesleyan College (SC)		*		*	*	*	*
Chaminade University of Honolulu (HI)	*	*	*	*		*	
Chapman College (CA)			*				*
Chatham College (PA)					*		
Chicago Theological Seminary (IL)				*	*	*	*
Christ College Irvine (CA)				*		*	
Christ Seminary--Seminex (IL)				*	*	*	
Christian Broadcasting Network University (VA)						*	
Christian Brothers College (TN)		*	*	*	*	*	*
Christian Heritage College (CA)						*	*
Christian Theological Seminary (IN)			*	*			
Church Divinity School of the Pacific (CA)				*	*	*	*
Claflin College (SC)			*				
Claremont Graduate School (CA)			*			*	*
Claremont McKenna College (CA)			*		*		
Clark College (GA)			**	*			
Clark University (MA)	*	*	*	*	*	*	
Clarke College (IA)	*		*			*	*
Clarkson University (NY)	*		*	*	*	*	*
Clearwater Christian College (FL)						*	
Coe College (IA)		*					*
Cogswell Polytechnical College (CA)		*	*		*	*	*
Coker College (SC)			*		*	*	*
Colby College (ME)	*						
Colgate University (NY)	*	*	*			*	
College of Great Falls (MT)		*	*	*		*	*
College of Idaho, The (ID)		*	*	*	*		
College Misericordia (PA)	*	*	*	*			*
College of Mount St. Joseph (OH)	*		*	*	*	*	*
College of Mount Saint Vincent (NY)		*	*	*	*	*	
College of New Rochelle (NY)		*	*	*	*		
College of Notre Dame (CA)	*	*	*	*	*		
College of Notre Dame of Maryland (MD)				*	*		*
College of Our Lady of the Elms (MA)					**		
College of Saint Benedict (MN)			*	*		*	*
College of Saint Elizabeth (NJ)		*	*	*	*	*	*
College of Saint Mary (NE)				*	*	*	
College of Saint Rose, The (NY)	*	*	*	*		*	*
College of Saint Teresa (MN)	*					*	
College of St. Catherine (MN)	*		*				
College of St. Joseph (VT)			*	*	*	*	*
COLLEGE OF ST. SCHOLASTICA (MN)	*	*	*	*	*	*	*
College of St. Thomas (MN)					*		
College of Santa Fe (The) (NM)							*
College of The Atlantic (ME)						*	
COLLEGE OF THE HOLY CROSS (MA)	*	*	*	*	*		*
College of the Ozarks, The (AR)		*		*			
College of the Southwest (NM)							*

Participating Institutions (continued):	82-83	83-84	84-85	85-86	86-87	87-88	88-89
College of Wooster, The (OH)	☆	☆	☆		☆	☆	☆
Colorado Christian College (CO)							☆
Colorado Technical College (CO)						☆	
Columbia Bible College (SC)	☆		☆			☆	☆
Columbia Christian College (OR)			☆				
COLUMBIA COLLEGE (MO)	☆	☆	☆	☆	☆	☆	☆
Columbia College (SC)		☆					
Columbia Theological Seminary (GA)						☆	☆
Columbia University in the City of New York (NY)			☆				
Concordia College (IL)						☆	☆
Concordia College (MI)		☆	☆	☆	☆	☆	☆
Concordia College (MN)	☆		☆	☆	☆	☆	☆
Concordia College (NY)			☆	☆	☆	☆	
Concordia College (OR)			☆			☆	
Concordia College Wisconsin (WI)			☆	☆	☆	☆	☆
Concordia Seminary (MO)	☆		☆		☆	☆	☆
Concordia Teachers College (NE)					☆	☆	☆
Connecticut College (CT)					☆		
Converse College (SC)	☆		☆	☆		☆	
Cooper Union for the Advancement of Science and Art, The (NY)		☆	☆	☆	☆☆	☆☆	☆☆
Cornell College (IA)			☆	☆	☆	☆	☆
Cornell University (NY)			☆	☆	☆	☆	☆
Cottey College (MO)							☆
Covenant College (GA)					☆		☆
Covenant College (TN)			☆	☆			
Creighton University (NE)	☆	☆	☆	☆		☆	☆
Culver-Stockton College (MO)		☆					
Curry College (MA)		☆	☆	☆☆		☆☆	
D'YOUVILLE COLLEGE (NY)	☆	☆	☆☆	☆☆	☆☆	☆☆	☆☆
Dakota Wesleyan University (SD)	☆			☆			
Dallas Baptist College (TX)			☆				
Dallas Theological Seminary (TX)	☆		☆				
Daniel Webster College (NH)					☆		☆
Dartmouth College (NH)		☆					
David Lipscomb College (TN)			☆		☆		☆
Davidson College (NC)							☆
Davis & Elkins College (WV)	☆	☆	☆	☆		☆	
De Sales School of Theology (DC)			☆	☆	☆		
DEFIANCE COLLEGE, THE (OH)	☆	☆	☆	☆	☆	☆	☆
Delaware Valley College of Science and Agriculture (PA)						☆	
DEPAUL UNIVERSITY (IL)	☆	☆	☆	☆	☆	☆	☆
DePauw University (IN)		☆	☆	☆	☆		☆
DeVRY Inc. (IL)				☆	☆		
DICKINSON COLLEGE (PA)	☆	☆	☆	☆	☆	☆	☆
Divine Word College (IA)			☆		☆		
Doane College (NE)	☆	☆		☆	☆	☆	☆
Dominican College of Blauvelt (NY)				☆	☆	☆	☆
Dominican College of San Rafael (CA)		☆					

Participating Institutions (continued):	82-83	83-84	84-85	85-86	86-87	87-88	88-89
Dominican School of Philosophy & Theology (CA)						☆	
Don Bosco College (NJ)		☆				☆	
Dordt College, Inc. (IA)	☆	☆	☆		☆	☆	☆
Dowling College (NY)	☆				☆☆		☆☆
DRAKE UNIVERSITY (IA)	☆	☆	☆	☆	☆	☆	☆
DREW UNIVERSITY (NJ)	☆	☆	☆	☆	☆	☆	☆
Drexel University (PA)							☆
Drury College (MO)	☆				☆	☆	☆
Duke University (NC)			☆	☆			
Duquesne University (PA)	☆	☆	☆			☆	☆
Earlham College (IN)					☆	☆	☆
East Texas Baptist University (TX)	☆	☆	☆				
Eastern College (PA)		☆			☆		
Eastern Baptist Theological Seminary, The (PA)						☆	
Eastern Mennonite College and Seminary (VA)			☆	☆	☆	☆	☆
ECKERD COLLEGE (FL)	☆	☆	☆	☆	☆	☆	☆
Eden Theological Seminary (MO)			☆			☆	☆
Edgewood College (WI)						☆	☆
Edward Waters College (FL)	☆						
Elizabethtown College (PA)						☆	☆
Elmhurst College (IL)		☆	☆	☆	☆	☆	☆
Elmira College (NY)	☆		☆	☆	☆	☆	
Elms College (MA)		☆	☆	☆		☆	☆
Elon College (NC)		☆	☆				
Embry-Riddle Aeronautical University (AR)						☆	
Embry-Riddle Aeronautical University (FL)			☆		☆	☆	☆
Emerson College (MA)			☆☆	☆☆	☆☆	☆☆	☆☆
Emmanuel College (MA)		☆		☆☆			
Emory & Henry College (VA)	☆	☆	☆		☆	☆	☆
Emory University (GA)				☆	☆	☆	
Endicott College (MA)							☆☆
Episcopal Divinity School (MA)			☆				
Episcopal Theological Seminary, of the Southwest, The (TX)					☆	☆	
Erskine College (SC)		☆	☆	☆	☆		
Eureka College (IL)					☆	☆	☆
Evangel College (MO)	☆	☆					
Evangelical School of Theology (PA)						☆	
Fairfield University (CT)			☆	☆☆	☆☆	☆☆	☆☆
Fairleigh Dickinson University Hackensack (NJ)							☆
Fairleigh Dickinson University at Madison (NJ)				☆☆			
Fairleigh Dickinson University at Rutherford (NJ)				☆☆	☆☆	☆	
Fairleigh Dickinson University at Teaneck (NJ)				☆☆			
Faith Baptist Bible College & Theological Seminary (IA)				☆	☆		☆
Felician College (NJ)				☆			
Ferrum College (VA)	☆	☆	☆	☆	☆		
Findlay College (OH)	☆	☆			☆	☆	☆
Flagler College (FL)			☆				
Florida Memorial College (FL)					☆		

Participating Institutions (continued):	82-83	83-84	84-85	85-86	86-87	87-88	88-89
Fontbonne College (MO)	☆	☆	☆	☆	☆	☆	
Fordham University (NY)		☆	☆		☆	☆	
Fort Wayne Bible College (IN)	☆		☆	☆	☆	☆	☆
Franklin and Marshall College (PA)		☆	☆	☆	☆	☆	☆
Franklin College of Indiana (IN)	☆	☆	☆				
Franklin Pierce College (NH)			☆☆	☆☆			☆☆
Friends University (KS)						☆	
Furman University (SC)	☆	☆	☆	☆	☆		☆
Gallaudet University (DC)	☆		☆	☆	☆		
Gannon University (PA)	☆	☆			☆		☆
Gardner-Webb College (NC)					☆		☆
Garrett-Evangelical Theological Seminary (IL)			☆	☆	☆	☆	
Geneva College (PA)		☆	☆				
George Fox College (OR)				☆	☆	☆	☆
GEORGE WASHINGTON UNIVERSITY, THE (DC)	☆	☆	☆	☆	☆	☆	☆
George Williams College (IL)	☆	☆	☆				
Georgetown College (KY)	☆		☆	☆		☆	☆
GEORGETOWN UNIVERSITY (DC)	☆	☆	☆	☆	☆	☆	☆
Georgian Court College (NJ)	☆		☆	☆	☆	☆	☆
Gettysburg College (PA)					☆	☆	☆
GMI Engineering & Management Institute (MI)			☆		☆	☆	☆
Goldey Beacom College (DE)					☆		
Golden Gate Baptist Theological Seminary (CA)					☆	☆	
Golden Gate University (CA)					☆		☆
Gonzaga University (WA)		☆	☆	☆	☆	☆	☆
Gordon College (MA)	☆		☆			☆	☆
Gordon-Conwell Theological Seminary (MA)			☆		☆	☆	☆
Goshen College (IN)	☆	☆	☆			☆	
Goucher College (MD)	☆	☆	☆				
Grace Bible College (MI)			☆				
Grace College of the Bible (NE)			☆		☆		
Grace College & Theological Seminary (IN)			☆		☆		☆
Grace Schools, Inc. (IN)	☆						
Graceland College (IA)	☆	☆	☆	☆	☆		
Graduate Theological Union (CA)							☆
Grand Canyon College (AZ)				☆	☆		
Grand View College (IA)			☆	☆	☆	☆	☆
Gratz College (PA)			☆☆				
Great Lakes Bible College (MI)						☆	☆
Green Mountain College (VT)						☆	☆
Greensboro College (NC)		☆		☆	☆	☆	☆
Griffin College (WA)							☆
Grinnell College (IA)					☆	☆	
Guilford College (NC)		☆	☆	☆	☆	☆	☆
Gulf Coast Bible College (TX)			☆				
Gustavus Adolphus College (MN)					☆		
Gwynedd-Mercy College (PA)	☆						
Hahnemann University (PA)			☆				☆
Hamilton College (NY)	☆			☆			☆
Hamline University (MN)	☆	☆		☆	☆		☆
Hampden-Sydney College (VA)						☆	☆

Participating Institutions (continued):	82-83	83-84	84-85	85-86	86-87	87-88	88-89
Hampshire College (MA)	*						*
Hampton University (VA)	*			*	*	*	*
Hannibal-LaGrange College (MO)				*		*	*
Hanover College (IN)	*	*	*	*			
Hartford College (CT)			*				
HARTWICK COLLEGE (NY)	*	*	*	*	*	*	*
Hastings College (NE)	*			*		*	*
Haverford College (PA)	*						
Hawaii Loa College (HI)		*			*	*	
Hawaii Pacific College (HI)					*		
HEIDELBERG COLLEGE (OH)	*	*	*	**	*	*	*
Hellenic College, Inc. (MA)				*			
Hendrix College (AR)				*			
High Point College (NC)	*	*	*			*	*
Hiram College (OH)	*				*		
Hobart and William Smith Colleges (NY)					*	*	*
Hollins College (VA)			*	*			
Holy Family College (PA)	*			*		*	*
Holy Names College (CA)					*	*	*
Hood College (MD)	*	*	*	*	*		
Hope College (MI)	*	*	*	*	*	*	
Houghton College (NY)				*	*		*
Houston Baptist University (TX)					*	*	
Howard Payne University (TX)		*					
Howard University (DC)				*			***
Huntington College (IN)	*	*	*		*		
Huron College (SD)				*			*
Husson College (ME)	*	*	*	*	*	*	
Huston-Tillotson College (TX)		*	*	*	*		
ILLINOIS BENEDICTINE COLLEGE (IL)	*	*	*	*	*	*	*
Illinois College (IL)		*	*		*	*	
Illinois College of Optometry (IL)	*						
Illinois Institute of Technology (IL)			*	*	*	*	*
Illinois Wesleyan University (IL)						*	*
IMMACULATA COLLEGE (PA)	*	*	*	*	*	*	*
Incarnate Word College (TX)				*	*		*
Indiana Central University (IN)				*			
Inter American University of Puerto Rico --Metropolitan campus (PR)		*					
Inter American University of Puerto Rico --San German (PR)			*	*	*	*	
Inter American University of Puerto Rico at San Juan (PR)			*		*		
Interdenominational Theological Center (GA)					*		
Iona College (NY)	*	*	*	*	*	*	
Iowa Wesleyan College (IA)				*	*	*	
ITHACA COLLEGE (NY)	*	*	*	*	*	*	*
Jacksonville University (FL)	*	*		*			
Jarvis Christian College (TX)		*		*			*
Jamestown College (ND)						*	
Jesuit School of Theology at Berkeley (CA)			*				*

Participating Institutions (continued):	82-83	83-84	84-85	85-86	86-87	87-88	88-89
Jewish Theological Seminary of America,The (NY)-							☆
John B. Stetson University (FL)	☆	☆	☆				
John Brown University (AR)		☆				☆☆	☆☆
JOHN CARROLL UNIVERSITY (OH)	☆	☆	☆	☆	☆	☆	☆
John F. Kennedy University (CA)				☆			
John Hopkins University, The (MD)		☆		☆	☆	☆	☆
John Wesley College (NC)							☆
Johnson C. Smith University (NC)		☆	☆		☆		
Judson College (AL)						☆	☆
Judson College (IL)		☆	☆	☆		☆	☆
Juniata College (PA)					☆		☆
Kalamazoo College (MI)	☆		☆	☆	☆	☆	☆
Kansas Wesleyan (KS)		☆	☆		☆		
Kentucky Wesleyan College (KY)	☆	☆		☆☆			
Kenyon College (OH)		☆	☆	☆	☆	☆	☆
Keuka College (NY)		☆		☆	☆		☆
King College (TN)			☆				
King's College (PA)	☆	☆	☆	☆	☆	☆	
King's College, The (NY)				☆			
Knoxville College (TN)					☆		
LA ROCHE COLLEGE (PA)	☆	☆	☆	☆	☆	☆	☆
La Salle University (PA)						☆	☆
Lafayette College (PA)	☆	☆	☆	☆			☆
LaGrange College (GA)	☆	☆	☆				
Lake Erie college (OH)						☆	☆
Lake Forest College (IL)				☆		☆	
Lakeland College (WI)	☆	☆	☆	☆			☆
Lambuth College (TN)	☆	☆	☆	☆			
Lancaster Bible College (PA)			☆	☆		☆	☆
Lawrence University (WI)						☆	
Le Moyne College (NY)			☆	☆	☆	☆	☆
Le Tourneau College (TX)	☆	☆	☆		☆	☆	☆
Lebanon Valley College (PA)			☆	☆	☆	☆	☆
Lee College (TN)							☆
Lehigh University (PA)	☆				☆		
Lenoir-Rhyne College (NC)				☆		☆	☆
Lewis & Clark College (OR)			☆	☆	☆	☆	☆
Lewis University (IL)	☆			☆	☆		
Lexington Theological Seminary (KY)				☆	☆	☆	
Liberty University (VA)		☆			☆		
L.I.F.E. Bible Co. (CA)-							☆
Limestone College (SC)		☆		☆		☆	☆
Lincoln Christian College and Seminary (IL)					☆	☆	
Lincoln Memorial University (TN)	☆	☆	☆	☆	☆		
Linfield College (OR)	☆		☆	☆	☆	☆	☆
Lindsey Wilson College (KY)-							☆
Loma Linda University (CA)	☆	☆					
Long Island University (NY)			☆☆	☆☆	☆☆	☆☆	☆☆
Loras College (IA)			☆	☆	☆	☆	☆
Loretto Heights College (CO)		☆					
Louisiana College (LA)				☆	☆		☆

Participating Institutions (continued):	82-83	83-84	84-85	85-86	86-87	87-88	88-89
Louisville Presbyterian Theological Seminary (KY)			✲	✲	✲	✲	✲
LOYOLA COLLEGE IN MARYLAND (MD)	✲	✲	✲	✲	✲	✲	✲
Loyola Marymount University (CA)		✲				✲	✲
Lubbock Christian University (TX)		✲	✲	✲	✲		✲
LUTHER COLLEGE (IA)	✲	✲	✲	✲	✲	✲	✲
Lutheran Theological Seminary at Gettysburg (PA)					✲		
Lutheran Theological Southern Seminary (SC)						✲	
LYCOMING COLLEGE (PA)	✲	✲	✲	✲	✲	✲	✲
Lynchburg College (VA)		✲	✲	✲	✲	✲	✲
Macalester College (MN)			✲				
MacMurray College (IL)		✲					
Madonna College (MI)				✲	✲	✲	✲
Mallinkrodt College of the North Shore (IL)							✲
Malone College (OH)	✲	✲	✲		✲		✲
Manhattan Christian College (KS)			✲	✲	✲		
Manhattan College (NY)			✲				
Manhattonville College (NY)		✲	✲		✲	✲	✲
Marian College (IN)						✲	✲
Marietta College (OH)					✲		✲
Marist College (NY)	✲	✲	✲	✲✲	✲✲		✲✲
Marquette University (WI)							✲
Mars Hill College (NC)	✲			✲	✲	✲	✲
Martin Methodist College (TN)							✲
MARY BALDWIN COLLEGE (VA)	✲	✲	✲	✲	✲	✲	✲
Mary Crest College (IA)						✲	
Marygrove College (MI)	✲			✲			
Maryknoll School of Theology (NY)			✲	✲	✲	✲	✲
MARYMOUNT COLLEGE (NY)	✲	✲	✲	✲✲	✲✲	✲✲	✲✲
Marymount College of Kansas City (KS)							✲
Marymount College, Palos Verdes (CA)							✲
Marymount Manhattan College (NY)	✲	✲	✲	✲	✲		✲
Marymount University (VA)					✲✲		✲✲
Maryville College St. Louis (MO)	✲	✲	✲			✲	✲
MARYVILLE COLLEGE (TN)	✲	✲	✲	✲	✲	✲	✲
MARYWOOD COLLEGE (PA)	✲	✲	✲	✲	✲	✲	✲
Massachusetts College of Pharmacy and Allied Health Sciences (MA)				✲	✲		
Massachusetts Institute of Technology (MA)			✲		✲	✲	✲
McKendree College (IL)	✲		✲	✲	✲		
McMurray College (TX)	✲						
McPherson College (KS)		✲	✲	✲		✲	✲
Meadville Theological School of Lombard College (IL)					✲		
Medical College of Wisconsin (WI)	✲						
Memphis Theological Seminary (TN)					✲	✲	✲
Mennonite Brethren Biblical Seminary (CA)			✲	✲			
Mercer University (GA)			✲	✲	✲		
Mercy College (NY)		✲			✲		✲
MERCY COLLEGE OF DETROIT (MI)	✲	✲	✲	✲	✲	✲	✲
Mercyhurst College (PA)			✲	✲		✲	✲

Participating Institutions (continued):	82-83	83-84	84-85	85-86	86-87	87-88	88-89
Meredith College (NC)	✲	✲		✲	✲	✲	✲
MERRIMACK COLLEGE (MA)	✲	✲	✲	✲	✲	✲	✲
Mid-America Bible College (OK)					✲		
Mid-America Nazarene College (KS)	✲						
Mid-South Bible College (TN)					✲	✲	
Midland Lutheran College (NE)	✲			✲	✲	✲	✲
Millikin University (IL)	✲	✲	✲	✲	✲		✲
Mills College (CA)		✲					
Millsaps College (MS)				✲	✲		✲
Milwaukee School of Engineering (WI)			✲	✲	✲	✲	
Minneapolis College of Art and Design (MN)	✲		✲	✲			
Minnesota Bible College (MN)			✲				
Missouri Baptist College (MO)			✲	✲	✲		✲
Missouri Valley College (MO)						✲	
Mitchell College (CT)							✲✲✲
Molloy College (NY)	✲	✲		✲	✲	✲	
Monmouth College (NJ)	✲	✲			✲✲✲	✲✲✲	✲✲✲
Monterey Institute of International Studies (CA)				✲			
Montreat Anderson College (NC)							✲
MORAVIAN COLLEGE (PA)	✲	✲	✲	✲	✲	✲	✲
Morningside College (IA)		✲		✲	✲	✲	
Morris Brown College (GA)	✲	✲		✲	✲		
MOUNT MARY COLLEGE (WI)	✲	✲	✲	✲	✲	✲	✲
Mount Marty College (SD)	✲	✲	✲	✲	✲		
Mount Mercy College (IA)	✲		✲	✲	✲	✲	✲
Mount Saint Mary's College (MD)		✲	✲		✲	✲	✲
Mount Saint Clare College (IA)		✲	✲		✲	✲	✲
Mount St. Mary's College (CA)	✲			✲		✲	✲
Mount Senario College (WI)		✲	✲			✲	
Mount Union College (OH)					✲	✲	✲
Mount Vernon College (DC)	✲	✲	✲	✲	✲		✲
Mount Vernon Nazarene College (OH)				✲		✲	✲
Mt. Angel Seminary (OR)					✲	✲	
Mundelein College (IL)	✲	✲					
Mulhenberg College (PA)							✲
Muskegon College (MI)							✲
Muskingum College (OH)		✲		✲	✲	✲	✲
Nashotah House (WI)							✲
National College of Education (IL)						✲	
Nazarene Theological Seminary (MO)			✲	✲	✲	✲	✲
NAZARETH COLLEGE (MI)	✲	✲	✲	✲	✲	✲	✲
Nazareth College of Rochester (NY)		✲	✲		✲		
Nebraska Wesleyan University (NE)	✲						
Neumann College (PA)		✲	✲	✲	✲	✲	✲
New Brunswick Theological Seminary (NJ)			✲				
New England College (NH)			✲	✲			✲
New England Institute of Technology (RI)						✲	
New Hampshire College (NH)							✲
New York Institute of Technology (NY)					✲✲✲	✲✲✲	✲✲✲
New York Theological Seminary (NY)				✲		✲	

Participating Institutions (continued):	82-83	83-84	84-85	85-86	86-87	87-88	88-89
Newberry College (SC)		*	*	**			
Niagara University (NY)						**	**
Nichols College (MA)			*				
North Carolina Wesleyan College (NC)	*	*				*	
North Central College (IL)		*	*	*	*	*	*
North Park College and Theological Seminary (IL)	*	*	*	*		*	
Northeastern Bible College (NJ)					*		
Northeastern University (MA)			*		*	*	
Northern Baptist Theological Seminary (IL)				*			*
Northland College (WI)				**	**	**	*
Northrop University (CA)			*	*		*	
Northwest Bible College (ND)					*		
Northwest Christian College (OR)					*		
Northwest Nazarene College (ID)					*		
Northwestern College (IA)		*	*	*	*	*	*
Northwestern College (MN)	*	*	*	*	*		*
Northwestern University (IL)		*					
Norwich University (VT)		*		*	*	*	*
Notre Dame College (NH)	*		*		*		
Notre Dame College (OH)			*	*	*	*	
Notre Dame Seminary Graduate School of Theology (LA)					*		
Nyack College (NY)							*
Oakwood College (AL)			*	*	*	*	*
Oberlin College (OH)					*	*	*
Oglethorpe University (GA)	*			*	*		
Ohio Dominican College (OH)	*		*				
Ohio Northern University (OH)		*		*	*		*
Oklahoma Baptist University (OK)	*	*	*	*	*	*	
Oklahoma Christian College (OK)		*	*	*			
Olivet College (MI)			*				*
Olivet Nazarene College (IL)	*						*
Open Bible College (IA)			*				
Oregon Graduate Center (OR)						*	
Ottawa University (KS)		*		*	*	*	*
Otterbein College (OH)		*	*		*	*	*
Our Lady of Holy Cross College (LA)		*	*	*	*		*
Our Lady of the Lake University (TX)	*			*	*	*	
Pace University (NY)						*	*
Pacific Christian College (CA)				*			
Pacific Lutheran University (WA)	*						
Pacific University, College of Arts and Sciences (OR)	*						
Paine College (GA)	*				*		
Palm Beach Atlantic College (FL)		*			*	*	*
Park College (MO)	*	*		**	**		
Parks College of St. Louis University (IL)				*	*		
Patten College (CA)			*		*		
Pennsylvania College of Optometry (PA)	*						
Pepperdine University (CA)	*		*	*	*	*	*

Participating Institutions (continued):	82-83	83-84	84-85	85-86	86-87	87-88	88-89
Pfeiffer College (NC)			*				*
Philadelphia College of Art (PA)				*			
Philadelphia College of Bible (PA)			*		*		
Philadelphia College of Performing Arts (PA)				*			
Philadelphia College of Textiles and Science (PA)				*			*
Phillips University (OK)	*	*	*	*		*	
Piedmont Bible College (NC)					*		
Piedmont College (GA)				*	*	*	*
Pikeville College (KY)		*	*	*	*	*	*
Pittsburgh Theological Seminary (PA)				*		*	
Point Loma Nazarene College (CA)	*	*	*	*		*	
Point Park College (PA)	*						*
Polytechnic University (NY)			*	*	*	*	
Post College (CT)	*		*				*
Pratt Institute (NY)					***	***	
Presbyterian College (SC)	*	*		*	*	*	*
Presbyterian School of Christian Education (VA)			*	*	*		*
Princeton Theological Seminary (NJ)	*			*		*	
Principia College (IL)	*		*	*	*	*	*
Providence College (RI)					***		***
Queens College (NC)		*			*		
Quincy College (IL)		*	*	*	*		*
Quinnipiac College (CT)	*	*	***	***		***	
Randolph-Macon College (VA)	*	*	*	*			*
Randolph-Macon Woman's College (VA)	*		*	*	*	*	
Reed College (OR)		*	*	*	*	*	*
Reformed Bible College (MI)			*	*	*	*	*
Reformed Theological Seminary (MS)				*		*	*
Regis College (CO)	*	*	***	***			***
Regis College (MA)	*	*		*	*	*	*
Rensselaer Polytechnic Institute (NY)	*		*	*	*	*	*
Rhode Island School of Design (RI)			***	***	***		
Rhodes College (TN)		*		*			*
RIDER COLLEGE (NJ)	*	*	***	***	***	***	***
Rio Grande College (OH)	*		***		*	*	*
Ripon College (WI)		*		*	*	*	
Rivier College (NH)					*	*	*
Roanoke College (VA)					*	*	*
Robert Morris College (PA)	*					***	
Rochester Institute of Technology (NY)				*		*	*
ROCKFORD COLLEGE (IL)	*	*	*	*	*	*	*
Rockhurst College (MO)		*	*	*	*	*	*
Rockmont College (CO)			*				
Rocky Mountain College (MT)				*	*	*	*
Rollins College (FL)	*					*	*
Roosevelt University (IL)	*		*	*	*	*	*
Rosary College (IL)							*
Rose-Hulman Institute of Technology (IN)			*	*	*	*	*
Rosemont College (PA)						*	
Rosemont College of the Holy Child Jesus (PA)	*	*					

Participating Institutions (continued):	82-83	83-84	84-85	85-86	86-87	87-88	88-89
Russell Sage College (NY)				*	*	*	*
Rust College (MS)	*			*	*		
Sacred Heart College (NC)		*	*	*	*		
Sacred Heart University (CT)	*		*	*	*		
Saint Ambrose University (IA)						*	
Saint Anselm College (NH)	*	*	*				
Saint Augustine's College (NC)			*				
Saint Francis College (NY)							
Saint Francis College (PA)						*	*
Saint John's University (MN)		*		**	**	*	
SAINT JOSEPH COLLEGE (CT)	*	*	*	*	*	*	*
Saint Joseph's College (CA)			*				
Saint Joseph's College (IN)	*	*			*	*	*
Saint Joseph's College (ME)							*
Saint Leo College (FL)		*				**	**
Saint Martin's College (WA)							*
Saint Mary College (KS)		*	*	*	*	*	*
Saint Mary's College (IN)	*						
Saint Mary's College (MI)					*		
Saint Mary's College (MN)	*		*	*	*		
Saint Mary's College of California (CA)					*		*
Saint Meinrad College (IN)					*	*	*
Saint Michael's College (VT)			*	*	*	*	
Saint Olaf College (MN)							*
Saint Paul School of Theology (MO)						*	*
Saint Paul's College (VA)		*	*		*		
Saint Peter's College (NJ)	*	*	*	*		*	
Saint Thomas Theological Seminary (CO)			*	*			
SAINT VINCENT COLLEGE (PA)	*	*	*	*	*	*	*
Saint Xavier College (IL)		*			*	*	
Salem College (NC)		*	*	*	*	*	*
Salem College (WV)		*		*			*
Salve Regina - The Newport College (RI)	*	*		**	*	*	*
Samford University (AL)				*			*
San Jose Bible College (CA)				*			
Santa Clara University (CA)				*		*	*
Sarah Lawrence College (NY)	*						
Saybrook Institute (CA)						*	
Scarritt Graduate School (TN)		*		*	*		
School for International Training of the Experiment in International Living (VT)			*				
School of the Art Institute of Chicago, The (IL)			*	*			
SCHOOL OF THE OZARKS, THE (MO)	*	*	*	*	*	*	*
School of Theology at Claremont (CA)				*			
Schreiner College (TX)					*		*
Scripps College (CA)			*		*		*
Seabury-Western Theological Seminary (IL)			*			*	
Seattle Pacific University (WA)	*		**	**	*	*	*
SEATTLE UNIVERSITY (WA)	*	*	*	*	*	*	*

Participating Institutions (continued):	82-83	83-84	84-85	85-86	86-87	87-88	88-89
Seton Hall University (NJ)				**			
SETON HILL COLLEGE (PA)	*	*	*	*	*	*	*
Sheldon Jackson College (AK)				*	*		
Shenandoah College & Conservatory of Music (VA)	*						
Shorter College (AR)							*
Shorter College (GA)					*	*	*
SIENA COLLEGE (NY)	*	*	*	*	*	*	*
SIENA HEIGHTS COLLEGE (MI)	*	*	*	*	*	*	*
Simpson College (CA)		*	*				
SIMPSON COLLEGE (IA)	*	*	*	*	*	*	*
Sioux Falls College (SD)		*			*	*	
Skidmore College (NY)			*	*	*	*	*
Smith College (MA)					*		*
Southeastern Baptist Theological Seminary (NC)					*	**	
Southeastern Bible College (AL)				*			
Southeastern University (DC)				*	*		
Southern California College (CA)		*	*		*	*	*
Southern College of Seventh-Day Adventists (TN)		*				*	*
Southern Methodist University (TX)	*	*	*		*	*	
Southwest Baptist University (MO)			*	*	*		
Southwestern Adventist College (TX)			*				
Southwestern Assemblies of God College (TX)			*	*	*	*	*
Southwestern College (KS)	*	*	*		*	*	
Southwestern University (TX)	*	*					
Spalding University (KY)		*	*	*	*	*	*
Spelman College (GA)		*		*		*	
Spring Arbor College (MI)					*	*	*
Spring Garden College (PA)							**
Spring Hill College (AL)		*	*				*
Springfield College (MA)		*	*	*	*	*	*
St. Andrews Presbyterian College (NC)		*					
St. Bonaventure University (NY)		*		*	*	*	*
St. Edward's University (TX)	*		*	*	*	*	*
St. Francis College (NY)		*	*	*	*	*	*
St. John Fisher College (NY)						*	
St. John Vianney College Seminary (FL)			*		*		*
St. John's Provincial Seminary (MI)						*	
St. John's University (NY)	*						
St. Joseph's College (NY)							*
St. Lawrence University (NY)				*			
St. Martin's College (WA)		*	*				
St. Mary of the Plains College (KS)						*	
St. Mary's College of California (CA)	*	*	*	*		*	
St. Mary's Dominican College (LA)	*	*					
St. Mary's Seminary College (MO)			*				
St. Mary's University (TX)		*	*	*	*	*	*
ST. NORBERT COLLEGE (WI)	*	*	*	*	*	*	*
St. Paul Bible College (MN)	*				*	*	
Stanford University (CA)							*

Participating Institutions (continued):	82-83	83-84	84-85	85-86	86-87	87-88	88-89
Stephens College (MO)	*						
Sterling College (KS)							*
Stetson University (FL)					*		
Stevens Institute of Technology (NJ)			*	*	*	*	*
Stillman College (AL)				*	*		*
Strayer College (DC)	*					*	*
SUFFOLK UNIVERSITY (MA)	*	*	*	*	*	*	*
Susquehanna University (PA)	*		*	*	*	*	*
Sweet Briar College (VA)	*	*			*	*	
Syracuse University (NY)	*	*	*		*	*	*
Tabor College (KS)		*	*	*		*	*
Talladega College (AL)			*		*		*
Taylor University (IN)		*	*	*	*	*	*
Tennessee Wesleyan College (TN)				*			*
Texas Christian University (TX)		*	*	*	*	*	*
Texas College (TX)		*					
Texas Lutheran College (TX)		*		*	*	*	*
Thiel College (PA)		*					*
Thomas College (ME)	*		*	*	*	*	
Thomas More College (KY)		*	*				*
Tiffin University (OH)				*		*	*
Tift College (GA)				*			
Tougaloo College (MS)			*				
Transylvania University (KY)	*	*	*		*	*	
Tri-State University (IN)		*		*	*	*	*
Trinity Christian College (IL)			*	*	*	*	
Trinity College (CT)		*					*
Trinity College (DC)	*	*	*		*		*
Trinity College (IL)	*	*					
TRINITY COLLEGE (VT)	*	*	*	*	*	*	*
Trinity Episcopal School for Ministry (PA)						*	
Trinity Lutheran Seminary (OH)				*	*	*	*
TRINITY UNIVERSITY (TX)	*	*	*	*	*	*	*
Tufts University (MA)						**	
Tulane University (LA)	*		*	*	*	*	*
Tuskegee Institute (AL)	*		*				
Union College (KY)			*				
Union Theological Seminary in Virginia (VA)			*				
United Theological Seminary of the Twin Cities (MN)			*	*	*	*	
Unity College (ME)	*					*	*
Universidad Central de Bayamon (PR)			*				
University of Bridgeport (CT)						**	**
University of Charleston, The (WV)					*		
University of Dallas (TX)		*	*	*		*	*
UNIVERSITY OF DAYTON (OH)	*	*	*	*	*	*	*
University of Denver (CO)	*					*	*
University of Detroit (MI)	*		**	*	**	*	**
University of Dubuque (IA)		*	**		**	**	*
University of Evansville (IN)				*		*	*
University of Hartford (CT)			*		*	*	

Participating Institutions (continued):	82-83	83-84	84-85	85-86	86-87	87-88	88-89
University of Indianapolis (IN)						*	
University of Judaism (CA)			*		*	*	
UNIVERSITY OF LA VERNE (CA)	*	*	*	*	*	*	*
University of Mary Hardin Baylor (TX)		*					
UNIVERSITY OF MIAMI (FL)	*	*	*	*	*	*	*
University of New England- Undergraduate Colleges (ME)		*					*
University of New Haven (CT)		*				*	*
University of Pennsylvania (PA)	*						
UNIVERSITY OF PORTLAND (OR)	*	*	*	*	*	*	*
University of Puget Sound (WA)				*			
University of Redlands (CA)			*			*	
University of Richmond (VA)			*	*	*	*	*
UNIVERSITY OF SAN DIEGO (CA)	*	*	*	*	*	*	*
University of San Francisco (CA)		*					***
University of Santa Clara (CA)	*	*	*				
University of Scranton (PA)	*	*	*	***	***		
University of St. Thomas (TX)			*	*	*	*	*
University of the Ozarks (AR)						*	
University of the Sacred Heart (PR)	*	*	*				
University of the South, The (TN)		*	*	*	*	*	*
University of Tampa (FL)	*	*	*	*		*	*
University of Tulsa (OK)		*	*	*	*		
Upper Iowa University (IO)						*	*
Upsala College (NJ)	*		*		*	*	
Urbana University (OH)			*		*	*	
URSULINE COLLEGE (OH)	*	*	*	*	*	*	*
Utica College of Syracuse University (NY)			***			***	***
Valparaiso University (IN)		*	*	*	*	*	*
Vassar College (NY)	*		*		*		
VILLA MARIA COLLEGE (PA)	*	*	*	*	*	*	*
Virginia Intermont College (VA)						*	*
Virginia Union University (VA)		*	*		*		
Virginia Wesleyan College (VA)	*						
VITERBO COLLEGE (WI)	*	*	*	*	*	*	*
Voorhees College (SC)	*			*	*		
Wabash College (IN)	*	*	*		*		
Wagner College (NY)		*			*	*	
Walla Walla College (WA)				*			
WALSH COLLEGE (OH)	*	*	*	***	***	*	*
Walsh College (MI)			*				*
Warner Pacific College (OR)		*		*	*		
Warner Southern College (FL)		*	*	*			*
Wartburg College (IA)			*	*	*	*	*
Wartburg Theological Seminary (IA)			*	*	*	*	
WASHINGTON AND JEFFERSON COLLEGE (PA)	*	*	*	*	*	*	*
Washington and Lee University (VA)		*		*	*	*	*
Washington Bible College (MD)			*	*	*	*	*
Washington College (MD)						*	*
Washington Theological Union (MD)					*		
Waynesburg College (PA)	*	*	*	*			*

Participating Institutions (continued):	82-83	83-84	84-85	85-86	86-87	87-88	88-89
Webb Institute of Naval Architecture (NY)			*	*			
Wells College (NY)							*
Wentworth Institute of Technology (MA)	*			**			
Wesley College (DE)					*	*	*
Wesley College (MS)							*
Wesley Theological Seminary (DC)						*	*
Wesleyan College (GA)				*	*	**	
Wesleyan University (CT)			*		*	*	*
West Virginia Wesleyan College (WV)	*	*	*	*	*		*
Western Baptist College (OR)		*		*		*	*
Western Bible College (CO)			*				
Western Conservative Baptist Seminary (OR)	*		*	*	*		*
Western Maryland College (MD)		*	*	*	*	*	*
Western New England College (MA)		*	*	*		*	
Western Theological Seminary (MN)							*
WESTMAR COLLEGE (IA)	*	*	*	*	*	*	*
Westminister College (PA)							*
Westminster College (MO)						*	*
Westminster College of Salt Lake City (UT)		*	*	*	*	*	*
Westminster Theological Seminary (PA)			*		*	*	*
Weston School of Theology (MA)					*		*
Wheaton College (IL)					*		
Wheaton College (MA)				*		*	
Wheeling College (OH)		*					
Wheeling College (WV)	*		*		*	*	
Wheeling Jesuit College (WV)							*
WHITMAN COLLEGE (WA)	*	*	*	*	*	*	*
Whittier College (CA)		*	*	*	*	*	
Whitworth College (WA)							*
Widener University (PA)	*	*	*		*	*	
Wilberforce University (OH)				**	**		
Wiley College (TX)						*	
Wilkes College (PA)	*	*		*			*
WILLIAM JEWELL COLLEGE (MO)	*	*	*	*	*	*	*
William March Rice University (TX)	*	*	*	*	*	*	
WILLIAM PENN COLLEGE (IA)	*	*	*	*	*	*	*
Williams College (MA)		*					
Wilmington College (DE)		*		*			*
Wilmington College (OH)	*	*	*		*	*	*
Wilson College (PA)		*		*	*	*	
Wingate College (NC)			*	*	*		*
WITTENBURG UNIVERSITY (OH)	*	*	*	**	**	**	*
Woodbury University (CA)					*	*	
Worcester Polytechnic Institute (MA)	*		*		*	*	
Xavier University (OH)	*	*	*			*	*
Yale University (CT)						*	
York College of Pennsylvania (PA)		*	*		*	*	*
	299	355	446	440	478	475	470

Participating Institutions (continued):

TOTAL NUMBER OF COLLEGES AND UNIVERSITIES WHICH PARTICIPATED IN THE SURVEY FOR THE FIRST TIME DURING 1988-89: 44

TOTAL OF PRIVATE COLLEGES AND UNIVERSITIES WHICH HAVE PARTICIPATED IN THE SURVEY AT LEAST ONCE DURING THE SEVEN YEARS OF THE SURVEY: 872.

TOTAL OF PRIVATE COLLEGES AND UNIVERSITIES WHICH HAVE PARTICIPATED IN EACH OF THE SEVEN YEARS OF THE SURVEY: 75.

TOTAL OF PRIVATE COLLEGES AND UNIVERSITIES WHICH HAVE PARTICIPATED IN THE "TREND STUDY YEARS" OF 1985-86 (THIRD) AND 1988-89 (SEVENTH): 259.

GRAND TOTAL OF TIMES THAT PRIVATE COLLEGES AND UNIVERSITIES HAVE PARTICIPATED IN THE CUPA NATIONAL FACULTY SURVEY BY DISCIPLINE AND RANK OVER THE SEVEN YEARS OF THE SURVEY: 2963.

Special Study Order Form
CUPA Faculty Salary Survey

Please read through the entire form before completing your request. Print or type all information. Please use a SEPARATE FORM for each study you order. All requests for Special Studies including payment or purchase order number should be sent to: Manager, Membership Services, 1233 20th Street, NW, Suite 503, Washington, DC 20036, FAX (202) 429-0149 and a copy of the request should be sent to: Mr. Lee Tarrant, Institutional Research, Oklahoma State University, 301 Whitehurst, Stillwater, OK 74078. If you have any questions, contact the Manager of Membership Services at (202) 429-0311.

Normally, studies would be returned within 10 days after the request and payment have been received by the CUPA national office. Fees for standard studies are as follows:

$200 - CUPA members who participated in the 1988-89 study;
$275 - CUPA members who did not participate in the 1988-89 study and non-members who did participate;
$350 - CUPA non-member institutions who did not participate in the study and other non-profit organizations;
$500 - All others.

Fees for studies not listed below are negotiable on a case-by-case basis.

Name_____Phone( )_____

Institution_____

Address_____

_____

Did your institution participate in the 1988-89 survey?

____Yes ____No

Is your institution a member of CUPA?

____Yes ____No

Types of Data Displays (Please check only one. Use a separate sheet for additional requests. Refer to pages 2 and 3 of the survey report for a complete explanation of the studies.)

____1. Salary Display by average, high, and low salaries
____2. Percentile Rank (PR) Display
____3. Salary Trend Display (include those institutions who have participated in each of the eight years of the survey, 1982-83 through 1988-89)
____4. Other Trend Displays (please specify on a separate sheet)
____5. Other (please explain on a separate sheet)

If you wish to receive a display based on general institutional characteristics, please complete Section I. If you wish to specify institutions, please complete Section II.

Section I

1. Classification

   4-Year College_____ University_____ All_____

2. Source of Support

   Public_____ Private, religious_____ Private, Independent_____

3. General Budget

   Less than $_____ More than $_____

4. FTE Enrollment

   Less than $_____ More than $_____

5. FTE Faculty

   Less than _____ More than _____

6. Geographic Area-States (please do not abbreviate)

Section II

In order for a study requesting specific institutions to be completed, all of the institutions must have participated in the Faculty Salary Survey. Please see Appendix C, Responding Institutions, to ensure that the desired institutions did participate. To maintain confidentiality of the data, you must select at least 10 institutions. Only positions reporting three or more data elements will be made available. Please type or print clearly.

List institutions on a separate sheet.

Please forward this request to: CUPA, 1233 20th Street, NW, Suite 503, Washington, DC 20036 and a copy to Mr. Lee Tarrant, Oklahoma State University, 301 Whitehurst, Stillwater, OK 74078.

COLLEGE AND UNIVERSITY PERSONNEL ASSOCIATION
1233 Twentieth St. N.W., Suite 503, Washington, D.C. 20036, (202) 429-0311